JUNE 1956 1s. 6d.

PERSONNEL MANAGEMENT
& INDUSTRIAL EQUIPMENT

SAFETY • HEALTH • WELFARE • CANTEEN

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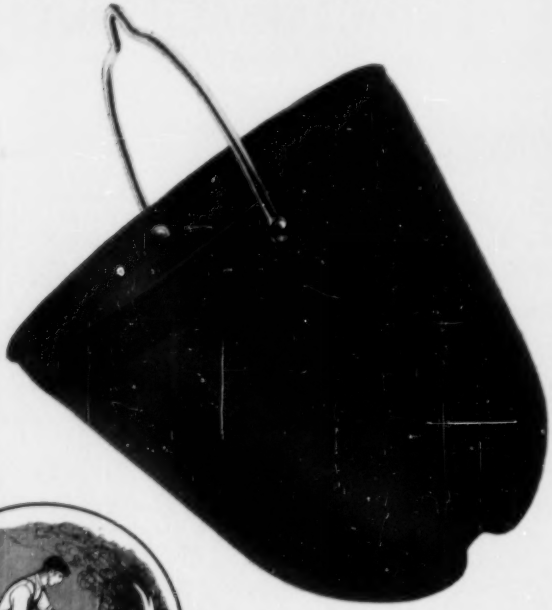
DURABLE

NON-CORROSIVE

SHOCK IMPACT RESISTING FIBREGLASS



This new MSA Fire Bucket never strays from its station. The rounded base foils all attempts to use the bucket for other purposes. Moulded in one piece from shock impact resisting fibreglass, this bucket will not dent, chip or corrode. Permanent colour, so never needs repainting. Start replacing your old fire buckets with the new MSA.

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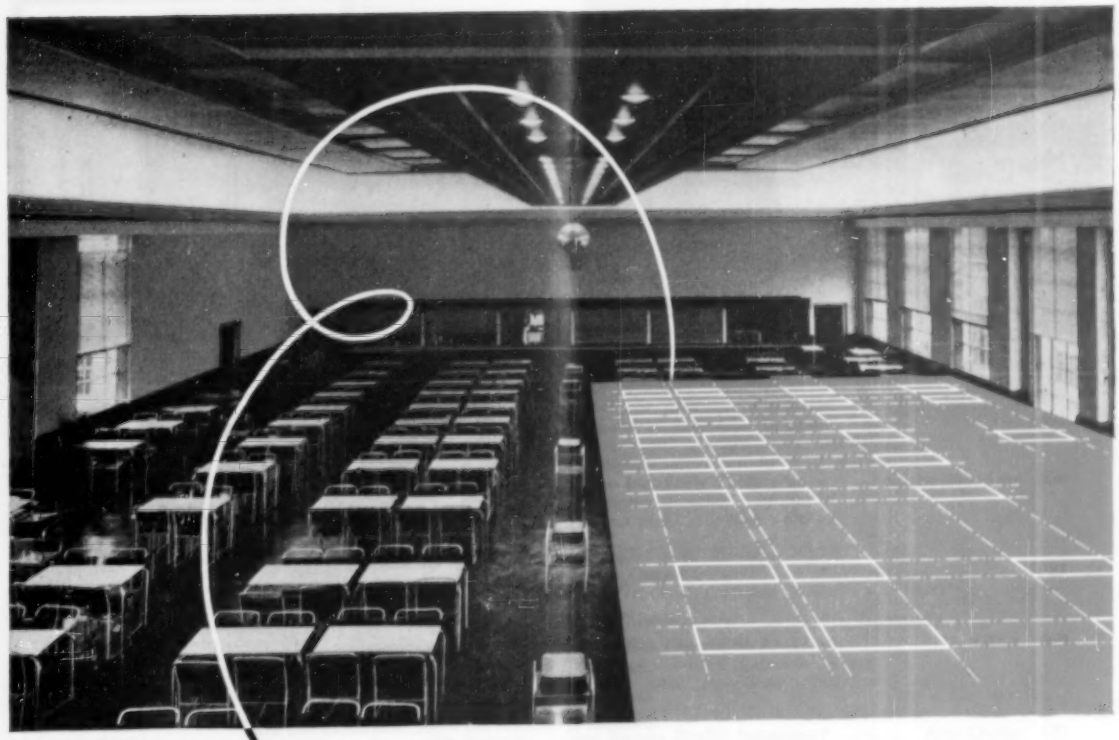

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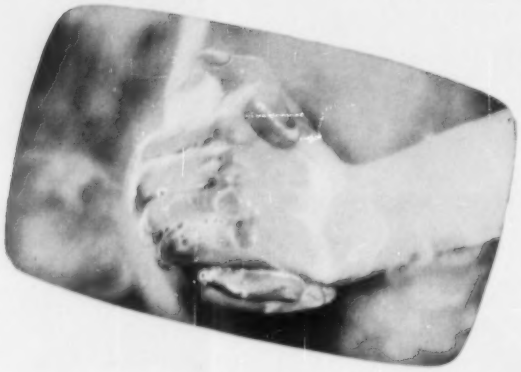

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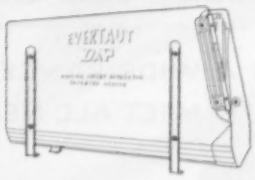

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JUNE, 1956

PERSONNEL MANAGEMENT & INDUSTRIAL EQUIPMENT

SAFETY • HEALTH • WELFARE • CANTEEN

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How A Growing Firm Keeps Its Members "In The Picture" — *Ian MacPhail* — 655
Case history of a communications policy that keeps all ranks well informed

Management Through The Supervisor's Eyes — *Discussion Leader* — 671
Is This The Way Out of the Discipline Dilemma? —what to do when privileges are abused

How To Use Personnel Records—4 — *William Durham* — 672
Tells how to use labour turnover and absentee statistics as a means of pin-pointing trends

WELFARE, TRAINING AND HEALTH

A Practical Guide to the Factories Acts—1 — *V. A. Broadhurst* — 658
First of a series for personnel executives on the main provisions of our industrial legislation

The Artist Takes a Look at Industrial Britain — 660
"Personnel Management" Picture Story highlights a recent art exhibition sponsored by a steel firm

A Personality Cult for Industry's Cinderellas — *Shirley Meredeen* — 666
Story of an imaginative course of social therapy for problem girls in British industry

INDUSTRIAL EQUIPMENT AND MANAGEMENT

Equipment That Raises Output — 681
CLEANING ★ HEATING ★ EFFICIENCY AIDS ★ SAFETY

SAFETY • ACCIDENT PREVENTION • CIVIL DEFENCE

Accident and Sickness Toll Dwarfs Strike Havoc — *The Editor* — 669
Account of the recent National Industrial Safety Conference reveals some significant statistics

CANTEENS AND CATERING

Are Separate Dining Rooms Really Necessary? — *Anne Shirley* — 677
This journal publishes the results of an inquiry into the social implications of canteen catering

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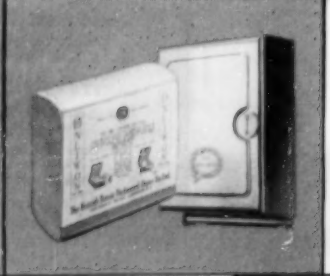

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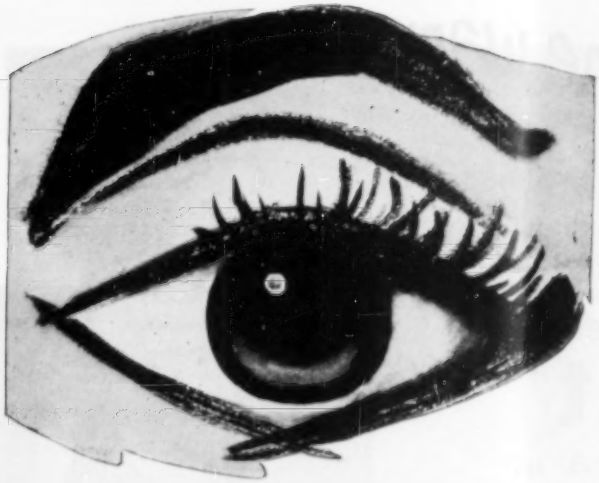

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Complete protection for the eyes, when welding or grinding, is afforded by these 'Pulsafe' goggles. The Chance 'Protex', Protal, Crookes, Calorex or Blue lenses are proofed against pitting with plastic cover lenses, both inside and out. 'Triplex' safety lenses are used for the grinding version. The eyecups are of Nylon and unaffected by sterilisation. Of the greatest importance is the absolute comfort for the wearer with eye-cups made to conform to the face contours and only the broad rolled edges contacting the skin. Other features are adjustable nose-bridge, and all metal parts anodised against corrosion.

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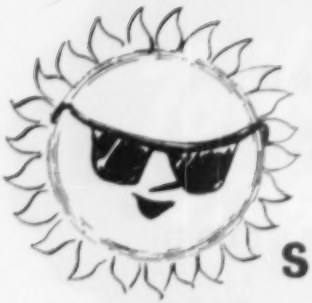

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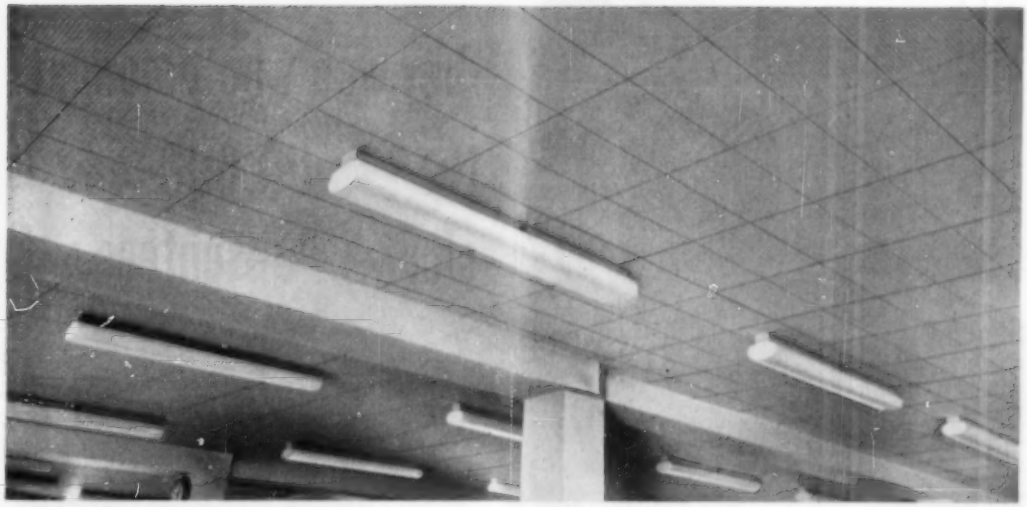

Office at Regis House, London, E.C.4
Photo: Courtesy of Messrs. Gunton & Gunton, Architects, St. Martins le Grand, E.C.1

Efficient offices

have ceilings like this

This ceiling, like the ceilings of all efficient up-to-date offices, is lined with sound absorbing material. For unwanted noise—from jangling phones, clattering cups, ordinary conversation, and a hundred and one other sources—plays havoc with the nerves of staff. It makes them short-tempered and unable to concentrate—results in a general lowering of standards.

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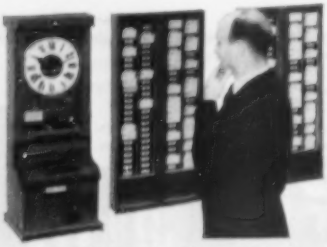
. . . the absence of one key worker can disrupt production schedules.



Absenteeism, a leading cause of concern to the personnel manager, in many cases is preventable if tackled at the source.

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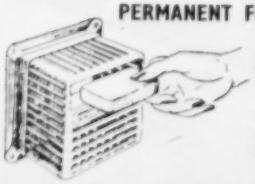

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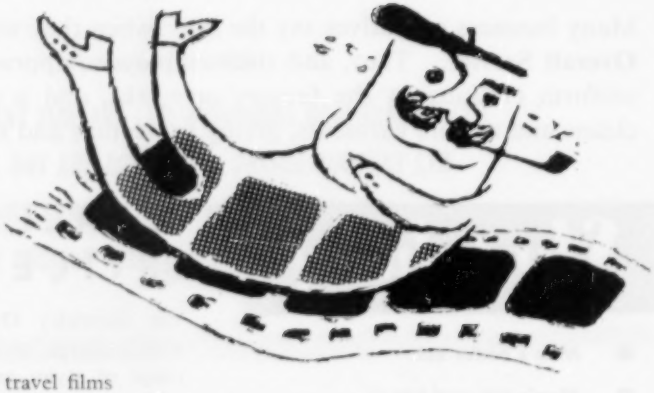

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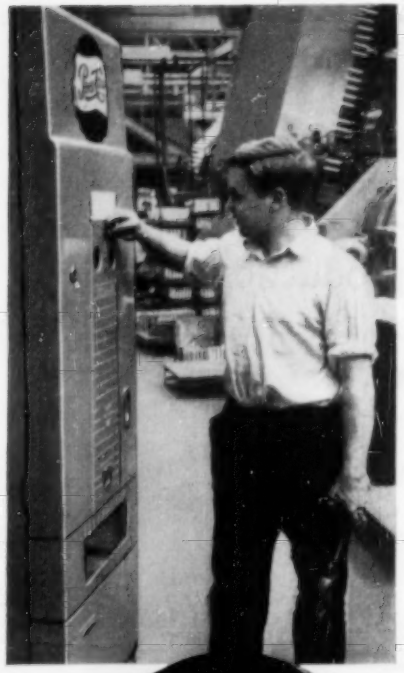

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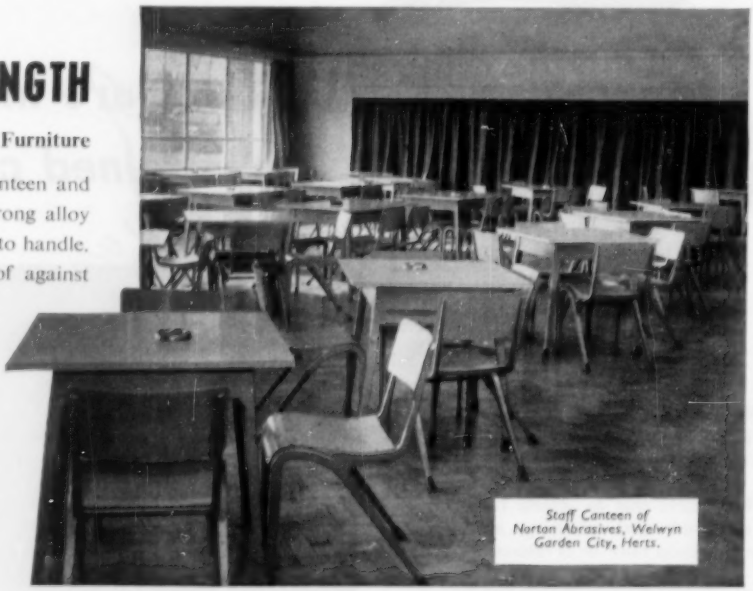
Write for brochure giving details of these and other items in the E.S.A. range of furniture, including wooden furniture.



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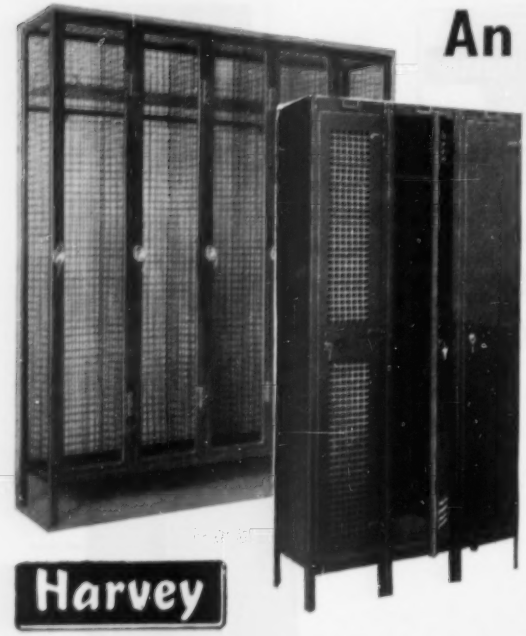
* *We collect and deliver* **every** *week; you always have a spare roll in reserve for each cabinet.*



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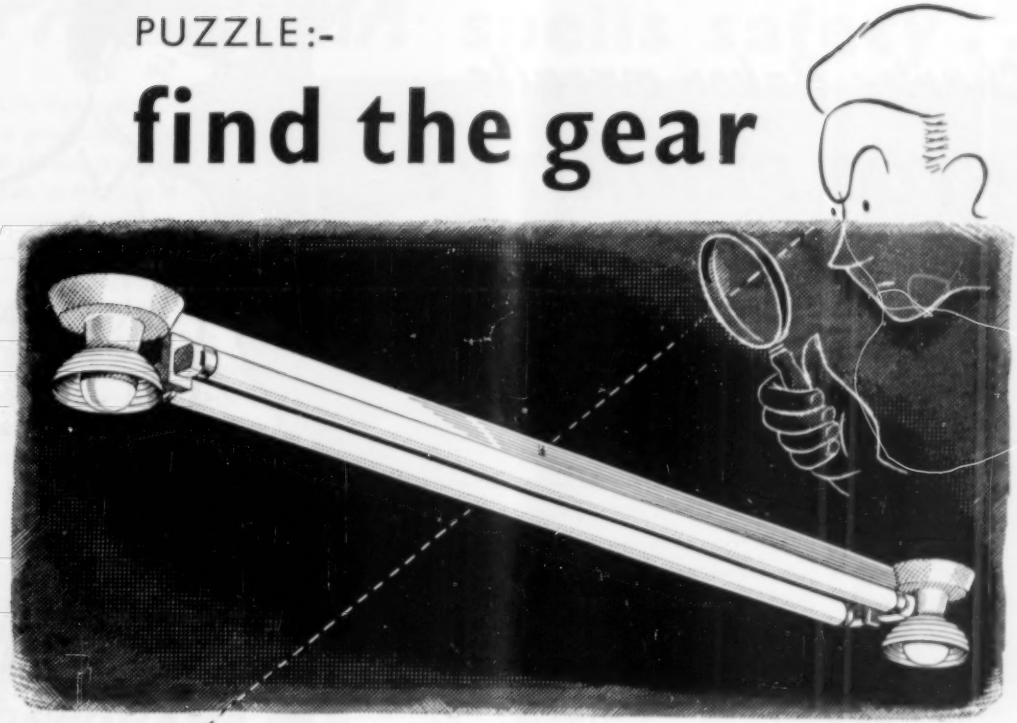
find the gear



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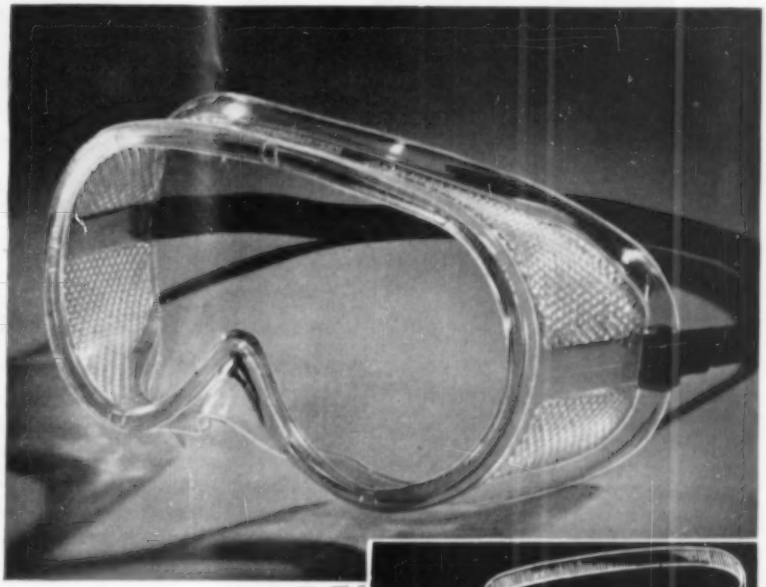

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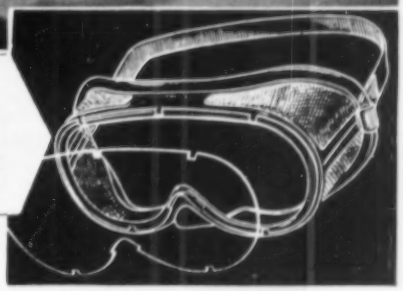

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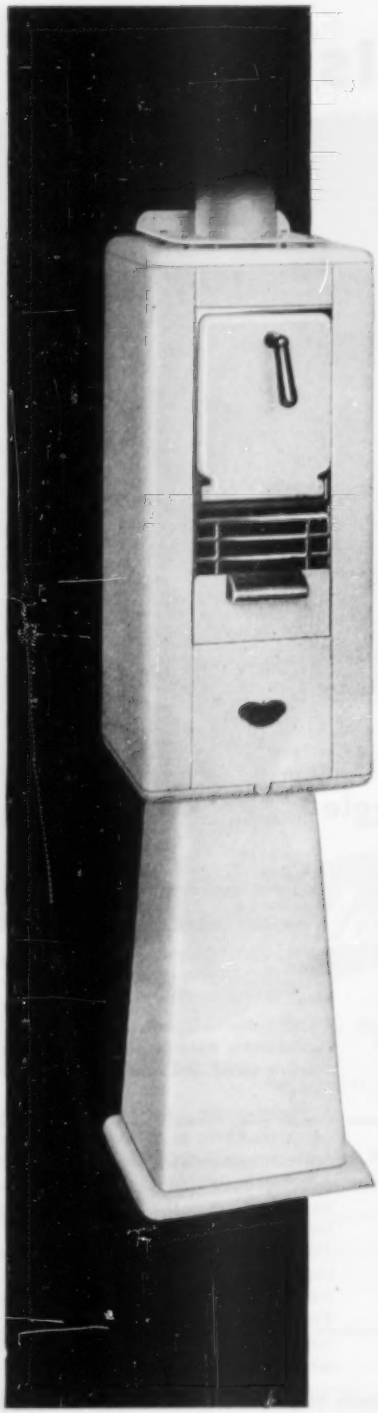

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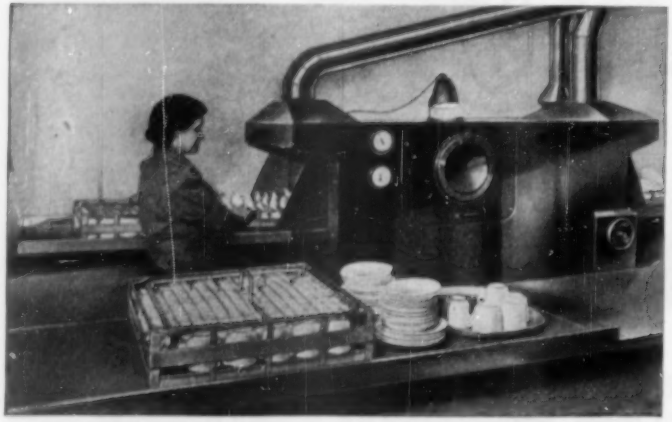

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A visitor to the **Dexion** Production Convention last month was the Minister of Labour, the Rt. Hon. Iain McLeod. Here he is being welcomed by Mr. G. Thompson, Production Division manager.

Here is a challenging feature on communication in industry in which the author backs up his opinions with a case history of how his own firm is tackling the problem. It is a story of special interest for it proves that to demolish the "We" and "They" mentality the attack must be launched on many fronts. Again, new ideas however revolutionary should not be rejected out of hand. We are told in this feature, for example, how the factory was closed down for three days in order to increase production.

Building Lines of Communication

How a Growing Firm Keeps its Members 'In the Picture'

By IAN S. MACPHAIL
Public Relations Officer, Dexion Ltd.

THERE is a growing tendency in industry today to use what Bernard Shaw called "Mesopotamian words" when describing these aspects of management which, until quite recently, were denoted by simple, down-to-earth words easily understood by everyone. An almost coy reluctance to call a spade a spade and a prim horror at having, now and again, to call it a "that word!" shovel is typical of the new cult. This it would seem is not due so much to the fact that management is becoming a science rather than an art—the art of handling people—but is because so many of the high priests of this new religion have never been parish priests and lack any wide understanding and high regard for both the people and the affairs of the parish.

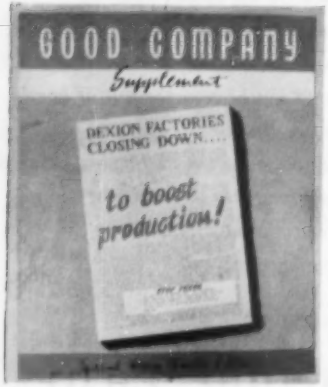
W. H. Scott, in his admirable book "Industrial Leadership and Consultation", quotes an anonymous worker who poignantly states the case against remote management:

"*They* ought to come round and see us occasionally.

They never even say good morning"!

If this epidemic of "Mesopotamian words" were the result of a special management edition of Mr. Stephen Potter's "Lifemanship" then we could all join in the fun, but unfortunately not only does the cult take itself seriously but so also do many managements. A sophisticated game on the lines of the topical U and non-U controversy could be played where U becomes M for Mesopotamian. Absenteeism, human relations, unidimensionality, distinguishability and productivity are clearly all M words. (No prizes are offered for their non-M equivalents!)

Communications is a typical M word which is being overworked in the books of management. What does it mean? The Oxford Dictionary defines *communication* as the act of imparting information. The Post Office Regulations refer to communications when it means cards, telegrams and letters. A recent article in the *Financial Times* called "Communications in the Office" turned out



The special notice board edition of **Dexion's** works magazine consists of a replica of the front cover. It carries the news that can't wait for the quarterly journal.

to be all about internal telephones!

Where does all this get us? Clarity is surely the keynote of communications, and it is therefore necessary to be quite clear what is meant by this "Mesopotamian word". Communications has rightly been called the life-blood of industry, although "arteries of industry" might be more apt, and it is of vital importance that there should be better understanding of the other man's point of view.

When he was Minister of Labour, Sir Walter Monckton had this to say:

"I believe that many of the difficulties confronting us today, when industrial peace and higher productivity are so vital to our existence, stem from an unsatisfactory attitude to work, from frustrations and misconceptions that have their origin in the impersonality so often inherent in our modern industrial systems."

Much has already been done to improve the attitude to work, to get away from that inevitable consequence of being part of the machine—be it the lathe, the typewriter, the microscope or the comptometer—the inability of the individual from time to time to see where he or she fits in. Every worker in the office as well as in the factory wants, in the words of the old song, to be able to say: "I know where I'm going." Everyone should be able to realise the importance of his or her effort, however humble it may be. In order to bring this about, a communications programme must be carefully planned or, in simpler words, everyone must be put "in the picture." Putting people "in the picture" is a happy phrase which brings an idea to life whereas *communications* has a brittle, bureaucratic ring to it. It has its origins in the last war when the intelligence officer at a battle briefing would say: "And now I am going to put all of you *in the picture*." What followed was where the battle was to be fought. Why it was to be fought. What each unit's contribution was to be. What support they would get. Even the gory details were described. Where the flak or the enemy pill-boxes were located. Being "in the picture" somehow meant that the real thing, including the gory details, was never quite as bad—unexpected flak or machine-gun fire was always the worst!

There are many firms which are tackling this important aspect of human relations in a forthright manner—*Shell Mex & B.P., Richard Thomas and Baldwins, United Steel Companies, Vauxhall Motors* and *I.C.I.* are but a few of the more progressive.

My own firm, *Dexion Ltd.*, a post-war light engineering company which, as *The Observer* has pointed out, "has mushroomed at a rate which would be remarkable even in America", owes a great deal of its success to the stress laid down by the managing director on the importance of human relations—or, as we prefer to call it, "man-to-man relations". This young company—young in years (it first made Dexion Slotted Angle in 1948) and in outlook (the average age of its executives is 30)—has been called a "laboratory of human relations". The attitude to work is of a rare and remarkable kind. Everyone is trained to think creatively about his work ; to see it as a research and not a routine. Although our rapid growth has inevitably meant the multiplication of departments, every effort has been made to overcome the "departmental" attitude. This is achieved to a large extent by ensuring that everyone at all levels is thoroughly "in the picture".

One of the inevitable breakdowns in industrial communications occurs between the commercial and production divisions. The factories can so easily be "out on a limb" and their attitude to the commercial side very quickly deteriorates into a we/they attitude. We have always been aware of this and frequent visits are made by salesmen and commercial staff to the factories to see for themselves how the product is made and how production problems are ironed out.

Spreading the News

On the factories side an endeavour is made to keep staff "in the picture" by three-monthly get-togethers with the divisional manager, where people are encouraged to ask questions and the manager can outline current policy and major events in other parts of the company. In addition, a simple, typewritten *Production Bulletin* is issued, containing the sort of local news which would not be of sufficient general interest to appear in the quarterly staff journal *Good Company*. It is designed for the notice-board, but is also circulated to foremen and senior personnel. There is a training scheme for juniors which is in addition to the Engineering Apprenticeship Scheme. Its aim is basically one of information and is an "in the picture" operation which sets out to identify the work that goes on in the various production departments, teach the fundamentals of industry such as safety, materials handling, time and motion study, etc., and to create not only good workers but also good citizens. These talks are given by various foremen and prizes are awarded for the best note-books.

With the recent doubling of production capacity it has been possible to arrange an even more extensive programme than had been possible in the past. This consists of three phases.

Phase One began about four months ago, when an evening series of weekly talks was arranged for foremen and senior personnel. These were given by key personnel on the commercial side and were intended to outline company objectives as well as to underline the details of a specific job. Talks were given by the managing director, the commercial manager,

the sales manager, the exports manager, the personnel officer, the accountant, the public relations officer and others.

Phase Two was perhaps the most interesting. It was decided to shut down all the factories for three days in order to increase production. This may seem paradoxical, but in fact we believe that when people get the opportunity of understanding where they fit into the organisation and what their job really means, the result will inevitably be higher morale and higher output.

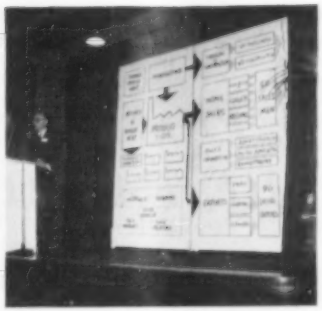
For three week-days all the workers, from fifteen-year-old boys upwards, were brought from our factories on the outskirts of London to a hall in Central London. There was no gilding of the pill by a theatre supper or "carrots" of any kind. Our production staff was sufficiently impressed by management's decision to close down the factories to reciprocate by giving the closest attention to the programme. The object of this Information Convention was to give production staff a clearer idea of where they fit into the picture and of what the rest of the company does.

During the Convention, the managing director talked on Company History and Future, and there were talks on getting vital raw materials, films on productivity, talks on research and development, public relations, exporting the product, a day in the life of a salesman, and company organisation. A notable highlight was a visit on the last morning by the Minister of Labour, The Rt. Hon. Iain Macleod, who, in the course of his address to the Convention said:

"You cannot make people understand each other better just by passing a law in Parliament about it. Understanding and better human relations come from the knowledge of playing a part in a team, and that is the object of this conference.

"If we can realise prosperity is everybody's business and not a mere sectional interest, and that there are opportunities beckoning to us now such as no previous generation has known, that the possibilities of an advance and increase in our standards of living are almost boundless, these things will come about when we know and understand our own problems and are determined together to solve them."

Phase Three, which has still to take place, will be an Open Day at the factories for wives and families. There will be an opportunity for them to see the product being made and a number of films about the company will be shown.



A monster visual aid that could be read from every seat in the hall was a feature of the Information Convention.

Elsewhere in the company, staff are kept in the picture in a number of different ways. There are induction courses for all new staff. Our salesmen have a *Weekly Newsletter* full of gossip, sales leads, broken records, regional highlights and other news. There is a ten-day *Summer Sales* Conference held in London which is attended by the entire sales force, three-day conferences in the various sales regions at Christmas, and a bi-monthly Information Meeting in London for supervisors.

The Exports Department has a weekly five- or six-page newsletter which is intended for its staff but is also circulated to other managers and senior personnel in the company. This department puts overseas agents and their staff "in the picture" by means of the *Overseas Newsletter* which is modelled on the *Newsletter* of the Home Sales Force, but which has illustrated supplements. This monthly publication also serves to tell an agent in one part of the world what his colleagues are doing elsewhere.

As a company, we believe in "exporting" our staff in order to export our product, and at this moment members of the staff are in Africa, Latin America, India, Canada and Italy busy putting our overseas colleagues "in the picture". Visits overseas are proving so successful that about a year ago we had our first International Conference which was attended by about thirty of our overseas agents, as well as representatives of our overseas companies. Personnel contact and information "from the horse's mouth", as it were, helped to increase mutual understanding in a way impossible by letter.

Perhaps the most effective means we have of keeping people "in the picture" is through the pages of our staff journal *Good Company*. It is of course only effective because of all the other things that are being done in the manner already described. A staff journal, however glossy and attractive, will not provide good man-to-man relations on its own. In fact, its very glossiness and natty appearance might serve to underline just how out of touch a management has become! *Good Company* is described on the cover as "A Journal of Events and Personalities in the Comino Companies", and is "published quarterly for the staff, their families and friends of the Comino Companies".

It is published on a Friday and mailed to private addresses of staff so that it arrives on a Saturday morning. This ensures that everyone receives it at the same time, and that it is not associated with work and can be read at leisure. Its public relations value starts when a wife, husband or friend starts to read it at home. It is also sent to our overseas agents and those members of their staffs who are involved with us in some way. It is just as important for the girl who types our agents' letters in Lima to be in the picture as it is for her counterpart in London.

Good Company also serves to put many people outside the company "in the picture". Its external distribution is as follows:—

1. Former staff.
2. Overseas companies and staff.
3. Overseas distributors and staff.
4. Members of Parliament in

(*Continued on page 673*)

6 POINTS OF COMMUNICATION

1. *Keep your language clear, simple and direct.*
2. *Put your message over to all levels; not just to department heads.*
3. *Make sure every department is kept constantly informed on what the others are doing.*
4. *Test out new ideas, however much they depart from established practice.*
5. *Remember that the works magazine and the notice board are but facets of the communication programme.*
6. *Take the story of your firm outside the factory gates, especially to the local community. This will pay dividends.*

A PRACTICAL GUIDE TO THE FACTORIES ACTS—1

By V. A. BROADHURST

Here is the first of a series of six articles specially written by a former factory inspector for all executives with responsibility for the health, safety and welfare of people at work.

These articles have been prepared in response to numerous requests we have received for a simplified guide through the maze of legislation which constitutes the Factories Acts. They will be concise, practical and, in some cases, illustrated with examples from the writer's own experience.

This introductory article deals with the general pattern of legislation, explains what in law constitutes a factory and tells what should be noted in the General Register. The articles to follow will deal with these topics:—

HEALTH PROVISIONS OF THE FACTORIES ACTS.

SAFEGUARDING MACHINERY.

CERTAIN SPECIAL PLANT AND THE ACTS.

FIRE AND EXPLOSION SAFEGUARDS.

WELFARE AND EMPLOYMENT PROVISIONS OF THE ACT.

Readers' queries or comments on any of these features are welcome, and we will do our best to answer them fully and promptly.

TWENTY years ago Parliament was debating the Factories Bill. The result was the Factories Act, 1937, which is still the basis of our factory law today. The Act came into force on the first of July, 1938. It is the twentieth century's only major revision of factory law combined with consolidation of existing law.

The Act marked a change in the pattern of factory legislation. Hitherto the Factory Acts had for the most part framed the legal requirements in general terms and adapted their application to particular cases. In the 1937 Act the alternative method of legislating in some detail (particularly with regard to safety) was adopted. Elasticity was given by allowing the Minister and his advisers extensive powers of exemption where appropriate, in particular cases.

When the vast changes in the industrial sphere since 1937-8 are considered, it is not surprising that new regulations under the Act have had to be made to deal with new hazards—or at least with newly recognised ones. Since those days there has been the Second World War with its immense scientific, manufacturing and social changes: the use of atomic energy for industrial purposes has developed; the use of gamma ray radiography has been introduced into industry; electronics have been applied to many processes and automation is now affecting the pattern of industry.

Also the improved diagnosis of diseases by the medical profession has had an effect. It has led to new interpretation of existing laws and indirectly it has influenced new legislation. This is particularly true of industrial dusts which affect the respiratory organs.

The short Act of 1948 has amended and extended the 1937 Act in various ways. Together these Acts constitute the "Factories Acts, 1937 and 1948". They deal mainly with safety, health and welfare, including the hours of work of women and young persons.

The Act contains within itself the seed of further regulations, orders and the like. These do not necessarily extend the law as they may equally well restrict its application. An instance of this is the order which was made to exempt certain types of hoist from certain requirements laid down in the main Act.

The diagram shows in simplified form the pattern of the legislation. Special Regulations, Regulations and Orders may be, and are in fact, made under the Act. (For the purpose of simplicity the various Certificates which may be issued under the Act have been grouped together.) The Chief Inspector of Factories often has powers under Special Regulations to issue Certificates as the diagram indicates. An example of this is his power to certify additional materials as being fire-resisting for the purposes of the Cellulose Solutions Regulations.

The difference between Special Regulations and mere Regulations lies partly in the way that they are made, but this is hardly the place to linger over constitutional niceties. Suffice it to say that they are both good law which has been passed in order to be observed.

In Fourteen Parts

The 1937 Act is divided into fourteen parts. For general purposes these may be regrouped into five: safety, health, welfare, hours of work and the inevitable "miscellaneous". This last group includes sections from various parts of the Act and covers such unlike subjects as piecework particulars and the duties of coroners.

The Act deals with working conditions but not with the payment of

wages. That the two subjects are to some extent related must be admitted. As a workman in a miserable back street joinery remarked: "Conditions are not exactly smashing, but it's Friday that counts."

The Factories Acts apply to all factories and to certain other premises such as buildings in course of construction, docks and warehouses, and to parts of some institutions. About twelve hundred words are used to explain what constitutes a factory. For practical purposes, a factory is a place where persons are employed on manual work of certain kinds which are carried on by way of trade or for purposes of gain.

The types of manual work concerned are such as the making, repairing, finishing, demolition, breaking up or adapting for sale of any article. Under the definition premises ranging from blast furnaces to button factories are brought under the Act. In addition, a number of kinds of premises are designated as factories, irrespective of whether they fall within the general definition. Instances of these are printing works and laundries. (It has been cynically asserted that laundries do come within the general definition as places at which are carried on the demolition of any article, but this is probably an untenable argument legally.)

If it is intended to open a new factory, a month's written notice (at least) should be sent to the District Inspector of Factories. This enables the Factory Inspector to visit the premises and to assess whether they comply or could be made to comply with legal requirements. In this way the opening of unsatisfactory premises is prevented. That the necessary notice is not always given was revealed by the Chief Inspector of Factories a few years ago when he complained that for only 28 per cent of new factories in one Division was the requisite notice given.

The General Register

Every factory should have a General Register, and its purpose is largely explained by its headings. In case of doubt persons of keen sight are advised to read the small black print on the blue background of the inside pages. Incidentally, the accidents, dangerous occurrences and diseases which have to be entered are those which are compulsorily notifiable. Which these are is explained below.

Twenty million man-hours are lost in this country every year owing to industrial diseases and accidents (not illness). Apart from certain trivial accidents which do not cause more than three days' disablement, accidents on factory premises are notifiable to the District Inspector of Factories. In 1954, the last year for which figures have been published, there were over 185,000 accidents notified under the Act. In addition, 842 dangerous occurrences were notified during that year. These are occurrences which have been so designated under the Act. They include, among other events, the bursting of a revolving vessel or of a grinding wheel, the collapse of a hoist, the overturning of a crane and certain fires and explosions. Dangerous occurrences are notifiable to the factory inspector irrespective of whether they cause injury to any person.

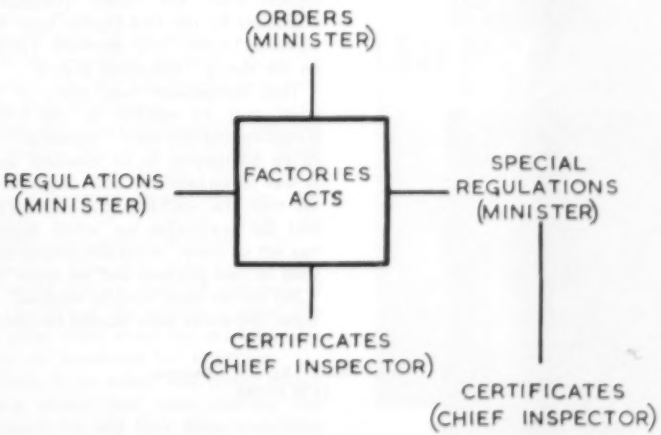
There are fourteen industrial diseases which are notifiable under the Act. Every case of any of these diseases should be notified to the factory inspector and to the appointed factory doctor: the details should also be entered in the General Register. The notifiable diseases are: cases of poisoning by lead, phosphorus, arsenic, mercury, carbon bisulphide, manganese or aniline; chronic poisoning by benzene; compressed air illness; anthrax; toxic jaundice due to tetrachlorethane or nitro- or amido-derivatives of benzene or other poisonous substance; toxic anaemia; epitheliomatous ulceration and chrome ulceration.

Such diseases as silicosis and dermatitis are not included, it will be noted. Although not compulsorily notifiable, voluntary notification is encouraged of such diseases so that their causes may be studied. Also some forms of poisoning which are not scheduled as industrial diseases of which notice is required, may be compulsorily notifiable as accidents. For instance, if a person suffers from carbon monoxide poisoning as a result of breathing this gas inadvertently, this would be notifiable as an accident in the usual way if he was disabled.

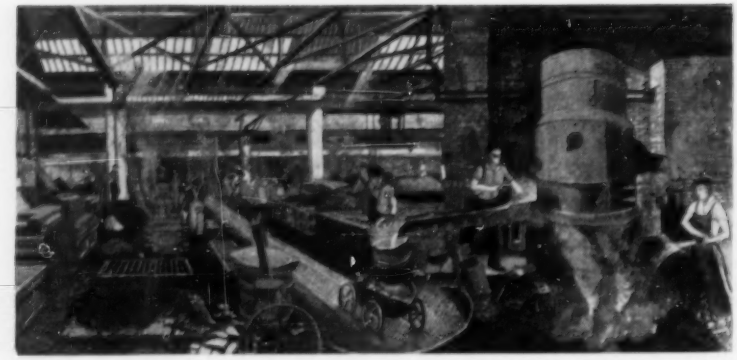
In the case of dermatitis which is known to occur in a wide range of occupations, there are many possible causative agents. Flour in the baking industry and cutting oils in the engineering industry are well-known examples; but frequently the source of the trouble is not identified. The study of the subject is presumably aided by the voluntary notices mentioned above. Let me end, however, by mentioning one case in which the cause was readily identified. One very hot day two perspiring workmen decided to lie down during the mid-day break. Unfortunately for them they chose to lie on sacks of sodium carbonate. The itch which resulted from this relaxation proved to be a manifestation of a clearly identifiable dermatitis.

(To be continued)

THE PATTERN OF LEGISLATION



A block diagram of the structure on which our factory law is built.



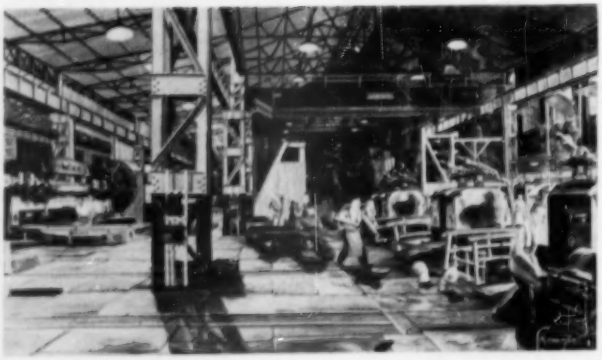
"East Sussex Engineering Co., Ground Floor Shop", by F. J. Yates (First Prize £150)

"Personnel Management" Picture Story

THE ARTIST TAKES A LOOK AT

Industrial Britain

"Stanton Iron Works", by I. M. Hallward (Miss) (£75 prize)



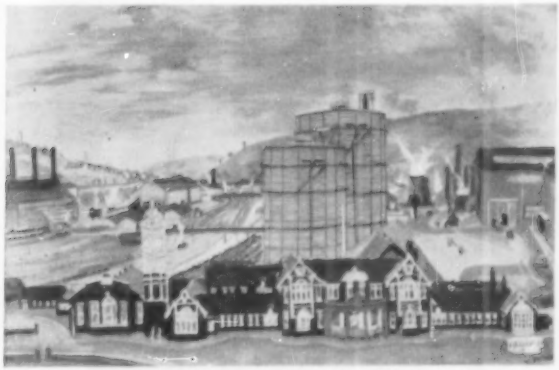
"Steel Sheet", by J. S. Chamney (£50 prize)

IN the last couple of years one or two large and wealthy firms have sponsored art competitions, so one may in all seriousness ask if, gradually, industry will come to fill a role once carried out by the church—namely, that of art patron.

Certainly the apparatus of industry offers a rich store of material for the artist as the pictures reproduced here so adequately show. These have been chosen from the recent competition organised by the well-known steel firm *Richard Thomas and Baldwins Limited*, on the theme "Industrial Britain".

This competition was open to any artist over 16 resident in the United Kingdom and the word "industrial" was to be interpreted in its broadest sense. It was to include not only factories but the men and machines, the street scenes and the landscapes on which industry has left its mark. Each competitor could send in two pictures and no fewer than 1,200 entries were actually received. Of these, 200 works were selected for hanging

"Market Scene, South Yorkshire", by J. Kenneth Long (£75 prize)



"R.T.B. Works in Ebbw Valley", by Douglas Peters (£50 prize)

"White Houses", by George Little (£75 prize)

in the exhibition staged by the company in the Chenil Gallery, London, earlier this year. The prizes ranged from a first of £150 to five of £50 each; two additional prizes of £50 were awarded for the best works submitted by *R.T.B.* employees.

Commenting on the competition, the critic, Eric Newton, stressed that until recently industry had rarely asked the artist for anything more ambitious than a poster or some other form of commercial advertising. "Yet art," he went on, "can do far more for industry than merely 'advertise' it in the normally accepted sense of the word."

On the matter of patronage of art by industry, Mr. Newton thought there were three main advantages:

First, the artist could reveal or interpret the hidden beauty of productive plant, for example "the metallic structure of a crane silhouetted against the sky, the smooth bulk of a cooling tower, the complex geometry of pipelines. . . ."

Second, now that industry possesses the wealth that was once the monopoly of the church and the nobility it could give the artist wider scope for exhibiting his work or improving his technique.

Third, if the artist "can reveal beauty where others had seen nothing but efficiency, he will have done something to humanise his patron". **THE EDITOR.**

"General Ironworks, Earl's Court", by A. Daniels (£100 prize)

Regd

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Management News & Ideas

Beware of Smoothness

SINCE the war there has been a tendency to bring out too smooth, super-duper works magazines sometimes at the expense of the contents, claimed Mrs. Beatrice Warde of *Monotype Corporation Ltd.* at the recent Industrial Editors' Conference staged by the Industrial Welfare Society at Llandudno.

Mrs. Warde was speaking on "Has the Appearance of the Works Magazine Improved in the last Fifteen Years?" Her verdict was that there most certainly had been an improvement. "But in some cases too much!" she added, and it was here that she made her point about the "too smooth, super-duper jobs" which often had meant also an increase in the time between each issue.

Mrs. Warde also warned against the too free use of "spaghetti script" and the temptation to use second colour in the lettering rather than as a background for the black. Wodges of modern italic, especially on art paper, should also be avoided. Somehow the typography should convey the idea that "we're all in this together".

Every works magazine editor, thought Mrs. Warde, should have a tape recorder which gives the chance to collect accurately spontaneous, outspoken remarks. But the first thing he should do, she ended, was to make friends with the printer.

Down on the Farm

BEING a farmer's boy may one day be a more highly organised job than at present if the British Productivity Council has any say in the matter. Recently the Council's work study unit carried out a practical exercise in—of all things—pig-feeding and sty-cleaning at a Scandinavian type piggery at a farm in Northamptonshire.

Those taking part included local farmers, members of the National Agricultural Advisory Service, of the Agricultural Land Service and of the agricultural economics departments of Reading and Nottingham Universities. Using the techniques explained to them at the end of the exercise, the members of the course were able to draw up an improved method which will reduce the time taken to complete the pigman's job by 25 per cent. and will save them approximately 100 miles of walking each year.

Stock Taking

THIRTY boys from a public school in Ampleforth, Yorkshire, visited the Stock Exchange last month at the beginning of a five-day careers course which took them inside the worlds of banking, insurance and several types of industry. The boys also visited the Bank of England, Lloyds, an oil company, light engineering, tobacco and civil engineering firms.

Joint Consultation Has Barely Begun

THE United Kingdom has only gone about one-quarter of the way to real Joint Consultation, said F. C. Hooper, managing director of *Schweppes Ltd.*, at a recent "New Thinking" luncheon staged by the Industrial Welfare Society. For that reason, he continued, we have not managed to sell the idea of productivity. Mr. Hooper stated that he always took a problem or a proposal to the workers' Joint Council before he took it to the Board. Worker power was essentially a new thing—only eleven years old—and, as with any new human organisation, it had to have its face saved when negotiations with management was involved. Not enough managements, Mr. Hooper thought, seemed to be aware of this need.

Brave New World!

A FOUR-DAY work week by 1975, with atomic-powered automobiles and commuting by helicopter, was forecast by Melvin H. Baker at the concluding luncheon of a recent American Management Association meeting.

Some time in the future, Mr. Baker said, the average American family may have an income of 25,000 dollars a year. However, he cautioned against too much enthusiasm about this "glimpse of Utopia. I am afraid there may be some fool's gold in all this glitter. You don't win the Irish Sweepstakes just because you're holding a couple of tickets. We must earn our right to this rich inheritance."

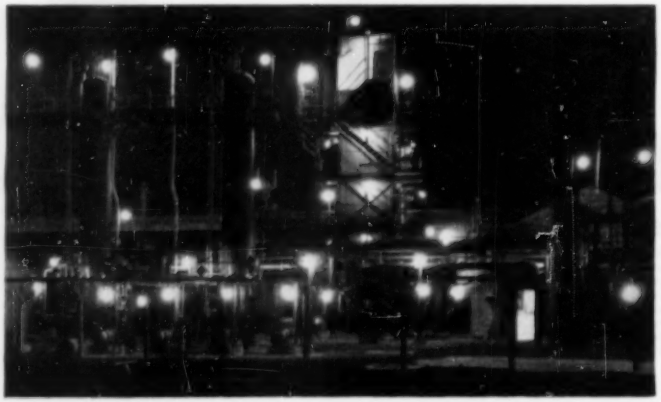
The low birth rate of the thirties, the speaker pointed out, is bringing an actual decrease in the working population in comparison to total population. Already shortages of skilled labour, scientists and engineers, and management talent are becoming evident.

"The scarcity of management skills", he warned, "is becoming a serious menace to industrial growth." It is management that must maintain a high rate of productivity if "we are ever to reach the Utopia of tomorrow. With a labour force only 14 per cent larger in 1965 than it is today, we'll have to produce 40 per cent more goods and services to supply the larger population. Are we doing enough to cultivate these human resources on which our progress depends?"

Automation, Mr. Baker reminded the conference, will result in a considerably higher proportion of management in the labour force, because of the increasing value and complexity of machinery, and a constant upgrading of skills. That brings up perhaps my gravest doubt about where we are going and how we're going about it. Are we really educating our young people to meet the demands this kind of job will place upon them?

The people who will man the intricate technology of the future cannot be "integrated and proficient performers without some substantial creed beyond their work and their possessions", Mr. Baker concluded.

FACTORY LIGHTS



A remarkable cross-section of lights at a new **British Geon** hydrogen plant where hydrogen is manufactured from butane. Point of interest to safety officers is the first-class illumination of the stairway.

Industrial Films Conference

THE value of the film in the passing on of information of all kinds from management to the employee at all levels, provided such films are well made and wisely used, was made self-evident at the three-day conference on Film as an Aid to Management, organised by the industrial committee of the Scientific Film Association and held at Ashorne Hill, near Leamington Spa, from May 16th to 18th.

The problems facing the maker of industrial films for international use were dealt with in a talk by Mr. L. Gould-Marks of the Visual Aids Section of the European Productivity Agency, who spoke of the co-production of films by member countries of O.E.E.C., and the use of magnetic recordings in order to make a specific film applicable to several countries. Mr. Gould-Marks remarked that we had to develop a new kind of international thinking in order to make films which fitted the needs of more than one country. It was also necessary to differentiate between what film really does and what we want it to do. A film used dynamically was not the end but only the beginning. Further, there was a real need for management to use and integrate all forms of visual aid in order to convey an idea effectively.

The eighty delegates attending the conference, representative of many industries and including visitors from France and Norway, were divided into seven groups to discuss such subjects as work study; health, safety and welfare; works information; technical education; supervisory training; operator training; and recruitment and vocational guidance.

Two-Way Insulation

TAKING advantage of the keen interest now being shown in fuel conservation, *Celotex Ltd.* have produced a remarkably interesting short film entitled *Factory Insulation*. The message of the film is that factory fuel bills can be substantially reduced by lining the roofs with sugar cane fibre insulation boards, and an impressive array of statistics has been marshalled to back up the various shots of insulation boards being installed. Such facts as our now importing coal when once we had a thriving export trade in the commodity are, of course, a boon to the preachings of the fuel economisers and heat conservers.

The film, for all its virtues, has one surprising omission. It does not make the point that insulation boards not only conserve heat generated internally but exclude that of the outside atmosphere. It is a point worth bearing in mind for we do get a few hot days even during one of our typical summers.

HOUSE MAGAZINE DIGEST . . .

Other Firms' News And Views

Mr. Subconscious Again

FATIGUE, personal stress, and possible home problems can make the individual subconsciously careless and can lead to accidents quite without the individual being aware of the fact that he is being careless. By that I mean that safety on the job is not only a conscious thing but a subconscious thing as well. The person must not allow his mind to wander from the project at hand. To do so can sometimes be serious. There have been many examples of such accidents in the past and all of the best prevention on the part of industry cannot do anything further about the human factor than educate. **(Lipton News.)**

Saleswomen All

Thousands of our customers are introduced to the company via the written word—to be more precise, the typewritten word. It is worth remembering that we typists are sales representatives in the most literal meaning, and we go on being so—indefinitely. A good letter, displaying the efficiency of a good typist, commends to the prospective buyer the feeling that he is dealing with an organisation as up-to-date as are its products, and this plays a great part in giving him confidence when the time arrives for a decision to be made. **(National Post.)**

How to Kill any Organisation

1. Seldom, if ever, go to a meeting.
2. If you do attend, find fault with the work of the officers.
3. Never accept office. It is easier to criticise others than to do things yourself.
4. If asked at a meeting to give your opinion, have nothing to say, but say plenty after the meeting.
5. Do nothing more than is absolutely necessary. But when others use their ability to help, charge that the union is run by a clique.
6. Never exercise your voting privilege, but complain that your opinions are never asked.
7. When a social event is given, tell everybody that money is being wasted on blow-outs which make a big noise and accomplish nothing.
8. When no social activities take place, say the union is dead and should be buried.
9. Don't tell the union how it can help you; but if it doesn't help you, resign.
10. If you receive service without joining, don't think of joining.
11. Keep your eyes open for something wrong; when you find it, talk about it, but don't help to improve things.
12. At every opportunity threaten to resign and get your friends to resign.
13. When you attend a meeting, vote to do something then go home and do the opposite.
14. Agree to everything said at the meeting and disagree with it outside.
15. When asked for information don't give it.
16. Abuse the union for incompleteness of its information.
17. Take all the union gives you, but give it nothing.
18. Complain about the cost of membership.
19. Wait to see if the union achieves anything big before you join.
20. If you do join, and big successes are not forthcoming at once, resign. You can always say you "Gave the Union its Chance!"

(Our Opinion, Glacier Metal Co. Ltd.)

Then and Now

"When I began there was a terrific gulf between managers and men", he said. "I don't think I saw my general manager to speak to during my first four years at Thorncliffe. I only met the Managing Director on two occasions in a period considerably over ten years. It was understood that we were one thing and the managers of the company were another, so that scarcely the twain did meet.

"But now you have the fifteen departmental committees, and in the Council meeting every month you see the Managing Director, the Assistant Managing Directors and members of the Local Board, meeting with operatives' representatives to discuss common problems. That is the biggest change that has happened in the forty years—the accessibility of the management from the operatives' level, and the joint consultations that take place." **(Thorncliffe News.)**

Escape It Never

Every supervisor applies the general principles of time and motion study every day of his life in a somewhat haphazard way. If he didn't, he wouldn't be a supervisor for very long. If, however, this work study or measurement, call it what you like, was organised as a drill, job by job, then improvements in practice would be automatic everyday occurrences. **(Ruston News.)**

"BEWARE of Booby Traps" will be the theme of the National Industrial Safety Week being staged by RoSPA from November 5 to 10 inclusive.

Here is the story of a remarkable experiment being carried out for the benefit of working girls who, for one reason or another, are unhappy or 'maladjusted'. Away from their usual environment and under the care of trained psychologists and teachers, these girls are being given the equivalent of what is known in America as a "personality capsule". This account has been written in the hope that more firms will follow the lead of those already co-operating in this venture.

The much envied position of party hostess carries with it the duty of welcoming guests from the local youth club who always enter into the spirit of the occasion and make the week's highlight go with a swing.

A Personality Cult for Industry's 'Cinderellas'

HOW far is an unhappy home life responsible for absenteeism in industry? Where young working girls are concerned, the National Association of Mixed Clubs and Girls' Clubs believes it to be the greatest single cause and, acting on this assumption, have instituted one of the most imaginative of the many schemes now being run for the benefit of Britain's youth. The scheme, which is in part paid for by the Nuffield Foundation, consists in regular residential courses, each lasting one week, for girls in industry who for one reason or another are thought not to be making the best of their work or themselves. In some cases they are maladjusted and reaction from employers who have sent girls on the courses has been very favourable indeed: so favourable in some cases as to verge on unflattering astonishment.

One shies at the word "maladjusted" and conjures up visions of all sorts of complicated therapy based on incomprehensible techniques. In the case of the Association's courses nothing could be further from the truth. Basically, these are run on the simple truth that a change is as good as a rest and for this reason are held in any of three extremely pleasant country seats—Kilmory Castle in Argyllshire, Kilvrough Manor in South Wales or Avon Tyrell in Hampshire. There, in spacious contrast to their home background, some of the girls are given, perhaps, the only chance they will ever get to stabilise their lives.

It is as yet, however, a chance that the organisers can only offer to a few selected girls from enlightened firms.

By SHIRLEY MEREDEEN

The sad fact is that only about 150 firms are supporting the scheme; the rest are either aware of it and doing nothing or know nothing about it at all. For the firms who are helping the scheme, each may send two girls between the ages of 17 and 23 to each course. Girls are chosen for reasons connected with their jobs or their homes or both; the main categories are:—

1. Those who would deserve promotion but for some personal or domestic trouble which is affecting their work potential.
2. Those who would make good leaders but for some anti-social tendencies.
3. Those who are good workers but are too timid or over-conscientious to work with the necessary speed and confidence.
4. Good workers who have begun to have accidents.
5. The selfish, the difficult, the suggestible and the bad mixers.
6. Girls with very difficult home backgrounds.
7. Girls with temporary domestic or personal problems.
8. The able girl with a chip on her shoulder because economic circumstances (real or imaginary) caused her parents to remove her from school before she had completed her training.
9. Girls suffering from some shock (e.g., those with precocious sex experience; a girl who found her father dead in bed; girls ill-treated by parents, etc.).

The very nature of the course, which hinges on personal relationships, restricts the number of girls to a maximum of 40. Teaching and supervisory staff number five or six, enough to give individual attention to each girl's problem.

Each course starts on a Saturday afternoon when the girls assemble at

one of the three centres. In the evening each girl has to talk about herself, of her home, job and aspirations. The divergence of problems becomes apparent at once. I heard one girl tell of her life in a National Children's Home as an orphan, another of being the eldest of a large family with domestic responsibilities placed on her at an early age. There was one who worked as a sales assistant, another in a typing pool, one as a window dresser, another at a factory belt. Most courses, incidentally, are for girls from mixed jobs although some firms ask for courses to be run specifically for a group of their own employees.

What They Talk About

During the week there are about twenty lecture or discussion periods on "personal relationships"; these cover home, parents, boy-friends, and community; "What is service?" covers purpose in working life, sense of vocation and relationships between colleagues and employers; "manners makyth man" is a discussion on social behaviour in work and home situations; "getting and spending" covers the use of money, saving, making a budget. Two long periods are devoted to lectures on the working of democracy and responsibility in community and the accepting of rights and responsibilities. These are followed by projects on committee procedure, at work and in leisure situations; house and social committees are elected by the girls to plan and prepare the party at the end of the week. Dramatic episodes serve to illustrate certain points. For example, a recording of a committee at work brings home to the girls the value of works committees, hitherto a meaningless term.

In the evenings, well-known women from many walks of life are invited to talk to the girls informally about their own early struggles and share, with the girls, their methods of tackling difficulties and problems. Among these have been Lady Isobel Cripps, Alison Settle of *The Observer*, Baroness Ravensdale, Evelyn Home, Joyce Grenfell, Miss Winifred McCullough and numerous other personalities.

Every effort is made to develop initiative, interest, and the satisfaction that comes from a job well done, whether it be at home or at work, and to give the girls some idea of the value underlying even the most humdrum tasks; the great responsibilities and duties of all women in all generations; and the great sense of adventure and gaiety in life which women can share with their contemporaries, and hand to their children in after years.

Diary of Impressions

The making of craftwork and log books develops other aspects of the girls' characters. Each girl has to keep a diary of her impressions during the week and this, following its exhibition at the end-of-week dinner party, is sent to her employers for interest. She makes its cover from two pieces of card which she may decorate in whatever way she likes. She is then given two or three loose-leaf pages with which to start the diary. Dr. Macalister Brew, Director of the courses and Education and Training Adviser to the N.A.M.C.G.C., believes that it is psychologically better to start her off with a few pages which she can fill quickly and then ask for more, than to provide a wad of empty pages. Judging by the size of the completed log books, this shrewd calculation is "paying off".

Craftwork

As to the craftwork which each girl must start and complete within the week it is noticeable that the inexperienced girls choose to make something large and intricate like a circular skirt, while the more experienced choose something small, like a belt. But in any event, both log books and craftwork must be finished by Friday for, on the occasion of the dinner party, everything made during the week must be displayed.

The elected committees organise the display of work, the service of the six-course meal, party games, reception and speeches. There is a toast master and toasts to the Queen, the guests and the hosts, together with several individual speeches giving impressions of the week's course, are made by those elected. The most coveted job is that of the hostess, whose job it is to receive the twenty or so boys invited from local youth clubs and other guests—who include visiting personalities, members and friends of the Association. Great excitement fills the air on Friday afternoon. Floral arrangements are perfected, speeches are rehearsed knees quaking, log books are hurriedly completed, party dresses are ironed. The final results prove very much worth while for all, including the guests, enjoy themselves tremendously.

For many of the girls it is a week of shock treatment. Their characters are developed in a way not previously shown to them; they are taught standards of behaviour which are practical and not theoretical; initiative is developed; each is shown her own potentialities and given the responsibility for leadership. The week is, in fact, run on a civilised family basis.

One could reasonably criticise the value of such courses when considering

In the comfortably furnished library the girls can read, relax or write up their impressions of the course in log books designed and illustrated by themselves.

the fact that each girl will continue to live as she has previously lived in less congenial surroundings. But on her return home she is bound to look at her family and job with a fresh eye, perhaps to notice faults for the first time and, more important, realise what she herself can do to improve them. The effect of the week may seem to fade as time elapses, but the memory of a happy week, for that it certainly is, will stand in good stead for the future.

Results and—

Firms who have sent girls have, in many cases, noticed a different attitude to the job on their return, a new awareness of responsibility and better quality of work, better co-operation, etc. And one interesting point which persistently emerges from these courses is that the girls are fiercely loyal towards their firms and talk with pride of the facilities and welfare services provided, even if they themselves have never taken advantage of them. In some cases, living at close quarters with the girls for a whole week has enabled those in charge to throw some light on a problem which has hitherto seemed to defy analysis. To give but one example, one girl had a passion for figures which she had been too shy to speak of at work. This only came to light by accident at the course, when she was continually found in corners doing sums. As a packer she had been a nuisance and a failure; in the wages office, where at the Association's suggestion she was given a trial on her return, she is now not only successful, but heading for further promotion. This is particularly important when one considers that most of these girls find themselves in their particular job either by the merest accident or by family tradition.

In some cases, however, apart from a week of regular feeding and civilised living in good surroundings, little change has been noted. But in others where the girls are still by no means satisfactory employees, as yet, through the mists of diffidence, self-criticism or self-pity, dependence or indecision there are signs of a will to victory—if not victory itself.

—Complaints

The majority of firms who participate have written to express satisfaction. Only a very few firms have seemed disappointed. One firm, for instance, had disregarded the regulation over the payment of wages (full wages must be paid during the week's absence). The Association saw to it that those employees had a reasonable amount of pocket money, but the girls expressed their discontent on their return. This was not well received. In another case the girls had been interviewed on return by the whole of the Personnel and Welfare Department in the Board Room. At such an impressive gathering the girls found themselves unable to say what specific good the course had done them. Consequently the employers felt that the course had failed in its objective.

When the course has ended a combination of the reports of the various tutors on each girl is sent to her employers. The report includes opinions on her progress during the week, her potentiality and, where thought necessary, a suggestion that a girl might be better employed in a different department. The staff, by the way, receive many letters from the girls after their return to which they try to reply as often as possible. These, together with personal visits when possible and helpful introduction to youth clubs and many educational courses continue the good effect of the one short week. Many of the girls correspond with each other after the course, and holiday together at one of the three holiday and training centres of which they are made honorary members, or at the residential club at the London headquarters of the Association. This membership entitles them to use these centres for holidays or visits at a reduced rate for two years following attendance at any course. Some are invited (and subsidised by the National Association) to attend special residential courses on subjects (e.g., painting, crafts, drama) in which they had shown interest during the course.

Putting It Over

The job of telling the girls they have been selected to attend these courses is tricky, but skilfully overcome by personnel officers. Of many reasons given they are told that they deserve a break or that, as the firm is thinking of promoting them, a week away from work will broaden their experience. The mere fact of being chosen for a course is a thrill in itself for the girls no longer consider themselves as Cinderellas.

The scheme deserves fuller support throughout British industry. By sacrificing the girls for one week with but little expense (in addition to wages the firm must pay travelling expenses and a fee which at the moment is no more than a donation to the actual cost of the course) they have in return a much more valuable member of society. More important, perhaps, they are giving a golden opportunity to girls who deserve something better from life than has been their inheritance.

One of the three houses used for these courses is Avon Tyrell, situated in the midst of the New Forest. This beautifully appointed mansion was given to the N.A.M.C.G.C. by a family no longer able to afford its upkeep, in the hope that those living there might have a little of the happiness they themselves had enjoyed.

Accident & Sickness Toll Dwarfs Strike Havoc

Labour Minister Tells Safety Officers Theirs Is Everybody's Business . . .

SELDOM can any conference have got off to a better start than that staged by the Industrial Safety Division of RoSPA at Scarborough during May 11 to 13. As such gatherings go, this particular event had just about everything: brilliant weather, a capacity attendance, a civic send-off by a mayor who had taken the trouble to learn something about the topic under consideration, and a first-class opening address by one of Her Majesty's Ministers who really had something to say about the importance of accident prevention in industry. The 600 delegates returned to their hotels on the Friday evening in excellent spirits.

Much of this excellence was carried forward to the Saturday and Sunday sessions, although some of the delegates grumbled a little because one or two of the papers contained little about safety measures proper. Others, however, thought that the Conference was all the better for a little "broadening"—and certainly they had plenty to say on all the papers given.

If the Rt. Hon. Iain McLeod, Minister of Labour and National Service, performs as well in the Commons as he did on the platform at Scarborough, he has a bright political career ahead of him. He gave the opening address without notes but not once did he falter on the many statistics he quoted. He made two main points: first that his presence was a symbol of the Government's concern and interest in accident prevention; second, that today, on the threshold of the second Industrial Revolution, "we really *did* care what happened to the workpeople."

The Minister made the point most emphatically that last year we lost 3½ million man-days through strikes and disputes, whereas nearly 20 million man-days were lost through accidents and 180 million man-days through sickness.

"In these circumstances", he continued, "it shows a strange sense of values that the Press gives great publicity to strikes and hardly any at all to sickness and accidents".

Mr. McLeod's theme was that "Safety is Everyone's Business". Many managements unfortunately thought that having appointed a safety officer and stuck up a few posters, they had done all that was necessary to reduce the accident rate. That was an idea that had to be corrected; there was too much of this "pigeonholing" of ideas in all walks of industry. He was specially concerned at the problem of accidents to young persons, a group in which the figures were *not* coming down; in fact it was taking all our efforts to keep the rate where it is.

Reverting to industrial accidents in general, the Minister said that although much good work was being done the fact remained that one person in 40 sustained a reportable accident every year. That was why, he concluded, he wished to remind every person in the audience that "safety is everyone's business".

Reported By THE EDITOR

With Saturday morning came the technical stuff. First to break cover was Mr. R. J. Sherwood of the *Atomic Energy Research Establishment* at Harwell with a really excellent address, backed by lantern slides, on *Safety Precautions in the Use of Radioisotopes*. We hope to publish this paper in a future issue, so it is summarised but briefly here. Mr. Sherwood, however, made the general point that more and more isotopes were going to be used in industry but that experience over the last 60 years had indicated safe levels of exposure. Mankind had always been exposed to some degree of radioactivity so there was a need for a logical rather than an emotional approach.

"Ultra-violet during sunbathing", he pointed out, "causes skin destruction which would be regarded with horror if a worker acquired it in the course of his job."

Mr. Sherwood outlined the broad principles of control—distance, time and shielding—then mentioned some specific uses of radio isotopes in industry. These included tracer techniques, radiography, thickness gauging and static elimination; he also mentioned their health aspects in some detail.

Mr. Sherwood was followed by Mr. R. G. Bellamy, O.B.E., education and training officer, *Central Electricity Authority*, whose paper was devoted more to industrial education and training than to safety techniques. A large part of the paper contained a survey of our educational system and how it was being used by industry. Mr. Bellamy then outlined the proposals contained in the Government White Paper on Technical Education and explained its impact on industrial training policy. Training in safety measures was an essential feature of all training responsibility, especially in the case of new entrants.

Dust Cloud Photographs help in Fight to improve Foundry Atmospheres

A bright sunny afternoon was begun, by way of contrast it seemed, with a paper entitled *The Foundry Atmosphere*. It was given by Mr. W. B. Lawrie, of the Engineering and Chemical Branch of the Factory Department.

In the last decade, Mr. Lawrie pointed out, a large amount of research and development work had been carried out in an attempt to improve working conditions in foundries, particularly in regard to the control of dust, fume and heat. Mr. Lawrie summarised the main features of that work and showed by means of films the important part played by the camera in the investigation of conditions in iron, steel and non-ferrous foundries.

The author discussed the dust estimation technique of 1948 and made clear the logical steps by which it had led to the observation and photographic technique which had made it possible for the first time to photograph dust clouds that were within the respirable size range. It had shown that much of the conventional local exhaust ventilation was not by any means as satisfactory as had been supposed.

Also described were a number of the latest devices, in particular the new low-volume, high-velocity exhaust ventilating system now recognised as a fundamental change of outlook on this subject.

Recent work on the control of the thermal environment in non-ferrous

foundries had resulted in a new type of melting furnace with a greatly improved fuel efficiency. In the past one of the main problems in such foundries had been to devise suitable methods of keeping the place cool enough in summer. The new furnace had virtually eliminated this problem; in fact, the foundry in which the prototype furnaces were installed would probably have to be equipped with a heating system in the winter.

Industrial Skin Diseases account for 500,000 lost Working Days

Next came a paper by Dr. C. N. D. Cruickshank of the Unit for Research on the Experimental Pathology of the Skin, Birmingham University, on *Skin Irritants In Industry*.

Dr. Cruickshank's paper dealt with skin diseases in different industries, why they occurred, and methods of combating them. He pointed out that in the immediate post-war years the over-all incidence of industrial skin disease was about 1.5 per 1,000 employed per year. There had been a slight drop since but skin diseases of various kinds still accounted for something like half a million lost working days a year. High risk industries included rubber and leather, but the majority of cases occurred in what was known as "light engineering". In this industry, said the author, materials appearing to have an important bearing on the subject were: (*a*) paraffin, solvents and thinners; (*b*) oil and cutting fluids; (*c*) chrome and plating solutions; and (*d*) sensitising drugs used in the treatment of minor injuries in the factory surgery.

Dr. Cruickshank then went on to discuss methods of protecting the skin and drew attention to those natural defences with which the skin is provided and emphasised the importance of the keratin layer. This was extremely resistant to most materials with the obvious exception of strong acids and alkalis. Intimately concerned with the keratin layer was the natural fat of the skin, removal of which rendered the skin dry and susceptible to chapping. In the deeper parts of the skin were the blood vessels and nerves which might give warning of the presence of irritating substances, but it had to be remembered that in many instances by the time inflammation appeared serious damage had already been done.

Chemicals could irritate the skin directly by damaging the tissues or indirectly by inducing a state of hypersensitisation or allergy. The so-called primary irritants were of by far the greater importance, but the allergic disorders, although usually occurring on a small scale, were often difficult to detect.

Tell your Workers about any Hazards involved in the Substances handled

The protection of the skin under working conditions was not a simple matter, Dr. Cruickshank said, and could only be achieved by constant attention and supervision of working methods. He advised explanation to the workman of the possible harmful effects of the substances he was handling, and pointed out that where payment was by piece-work the workman was often tempted to use the quickest—thought not always the safest—method. He suggested much could be done to reduce the incidence of skin disease by improving plant design. Protective clothing should be light and comfortable and rubber gloves needed special attention to ensure that pinholes were not present and that they were used properly. Washing facilities and the choice of a suitable cleansing agent required very careful consideration.

The last paper was on *Some Applications of Electronic Control in Industry*. The author, Mr. B. G. Higgins, of *B.T.-H. Co. Ltd.*, began by pointing out that he was not going to speak on the safety aspects of electronic control. On the other hand, it was true that many hazardous operations previously carried out by fallible humans were now performed automatically by electronic controls so that with the increasing use of this equipment much risk to operators was being removed.

Giving an air of completeness to the Conference was the trade exhibition in which this year over 40 firms took part. There was the usual impressive variety of footwear, goggles, machine guards, helmets, overalls, barrier creams, non-slip polishes, floor matting and the like.

Factory Inspectorate are first Winners of Sir George Earle Trophy

Lastly, there was the very human little ceremony on the opening evening when the Sir George Earle trophy and commemorative plaque was handed over by the RoSPA President, Sir Howard Roberts, to the 1956 winners—H.M. Inspectors of Factories. Sir George Barnett, H.M. Chief Inspector of Factories, accepted the trophy—a handsome silver Georgian inkstand—on behalf of the Inspectorate and then amid applause handed it over to the most junior factory inspector there (Mr. J. Pyburn). The gesture was highly appreciated, for the Factory Inspectorate is now a very popular body of men and women.

The Minister of Labour, the Rt. Hon. Iain McLeod, M.P., pays a visit to the *Pyrene Company* stand at the Trade Exhibition of safety products held in conjunction with the recent National Industrial Safety Conference.

Fuel Savers

RESULTS from over 300 surveys undertaken by the National Industrial Fuel Efficiency Service show some startling figures. Maximum fuel savings range from 34 per cent. in one dyeing and bleaching firm to 66.9 per cent. in the case of an iron and steel engineering firm. The surveys covered 12 industries and the average percentage savings in each was as follows: Brewing, Distilling, Soft Drinks, 23.8 ; Ceramics, Cement, Glass, etc., 15.4 ; Food Products, 14.2 ; Engineering, Iron and Steel, 27.5 ; Woollen, including Clothing, 17.1 ; Other Textiles, 13.4 ; Dyeing and Bleaching, 20.7 ; Laundries and Dry Cleaners, 21.3 ; Leather, 20.5 ; Paper and Printing, 15.9 ; Chemicals, 15.0 ; Dairies, 18.0.

Is This the Way Out of the 'Discipline Dilemma'?

A Theory Evoked by a Storm in a Teacup

THE discussion on discipline begun in our January issue continues. Mr. R. Boynton, personnel manager, *Reynolds Light Alloy Limited*, Redditch, Worcestershire, writes:

After reading Discussion Leader and the question of a "Bill of Rights" for workers, surely one should say "there ain't no such thing". The Bill of Rights referred to is already in existence when a company has a works rule book.

If a new employee accepts this rule book, setting out very plainly—hours of work—correct meal times—tea breaks—penalties for persistent absenteeism and lateness, etc., he then makes a contract with his employers. This rule book is to the employer what any national agreement is to the shop steward. A bargain to be kept by both sides and a very binding contract.

If conditions of employment, laid down in national agreements and works rules, are accepted by workpeople and employers there are no entitlements or rights above these. What there is in industry today are *PRIVILEGES* that are either allowed by the management and their supervision or have grown out of unchecked habits. This latter is very important in industry today because of what the shop stewards call "customs and practices". Certain things have always been allowed, so they are now part of the accepted rights. They are actually privileges allowed by management.

If you let certain employees leave five minutes early because they have transport difficulties or they are disabled, this is not a right; it is a humane concession. You will not find this kind of privilege in any national agreement or rule book, but it is a very good unwritten condition of employment that favours the employee.

There are many others, such as a clocking time allowance before being considered late—excessive tea or other hot drinks being made in cold weather. All these things are accepted rights, but in fact are privileges allowed.

No well-ordered factory should need a Bill of Rights. One would go as far as to say it would be ill-advised to have any document defining privileges or concessions over and above rules. So much discussion goes on today concerning accepted agreements, that a further reference as a basis of argument would only complicate any negotiations.

Let us remember that the large majority of workers are sensible enough to appreciate discipline as being necessary to good order.

Commenting on the case of the man who drank tea out of a flask at all times of the day, and the case of the skilled mechanic who cleaned a machine while it was in motion, Mr. Boynton goes on to say:

"'One man keeps on drinking tea all day.' No mention of what the rest are doing. Do they agree with this man having a special privilege? Of course they do not, and if the management supports any disciplinary action by the foreman, so do the rest of the shop. The only good understanding a shop steward and a foreman can have is that they both know what they *can* or *cannot* do. If it is a good firm with a good working agreement with the union, then they do know and respect each other for it. The skilled mechanic who was careless with machinery and his own life is guilty of industrial misconduct in the real sense and should have been suspended or dismissed. No doubt about it."

The distinction between rights and privileges is an important one. There is a fear in the minds of many managements that a privilege will soon become a right in the eyes of the workers — and the granting of privileges and smaller acts of kindness are sometimes not indulged in "for fear they set a precedent".

AIR YOUR VIEWS HERE

Every month DISCUSSION LEADER raises some controversial topic of interest to personnel managers. Whether, then, you agree or not with the opinions stated on this page please write in airing your own views. A guinea is paid for each letter published.

CLIMATE OF SECURITY

What the Psychologists Say

MODERN thought arising out of our increasing psychological knowledge about the management-employee relationship is, however, suggesting that a way out of this old dilemma can be found. The term "privilege" denotes a relationship where one man gives orders and other men obey him. Evidence from clinical studies and the practical application of these findings suggest that the role of the *efficient* supervisor of the future will be more than that; i.e. providing the right kind of psychological climate for his subordinates to feel secure enough to make some of their own decisions and in particular to apply their own sanctions.

We are beginning to learn a little about this "climate". People must feel they are respected and understood by their supervisor and that he feels they are individually worth while. Everything the supervisor does or says contributes to building this atmosphere. For example, everyone makes mistakes. A supervisor must correct a mistake and prevent its recurrence. Will he therefore give the impression to the wrongdoer that he is "stupid" or "ineffectual" or "careless", or will he be skilful enough to be able to convey that it was a "stupid" or "ineffectual" or "careless" thing he did, but that he still trusts him as a person? *Depersonalisation of discipline takes away the threat it holds for self-respect.*

A supervisor who is trying to establish this kind of atmosphere will use a similar approach to grievances. He may see that the employee with a grievance has got hold of the wrong end of the stick or magnified a trifle to huge proportions, but to tell the employee this is conveying the meaning "I think you are a stupid and unreasonable person".

If, however, he *listens* to the employee and then says: "I accept what you have told me as a true expression of how you are feeling—but can I now tell you how I see the position?", he is conveying his sense of value to the individual and providing an atmosphere in which the employee feels secure enough to recognise why he feels that way and what is the true nature of his dissatisfaction.

People who are surrounded by this kind of an atmosphere grow. Their personalities become mature and their actions as individuals or as groups become more realistic and responsible. The evidence from which this concept is being formulated comes originally from the experience of maladjusted people who received this kind of treatment in a clinic. The truth of the principle is now being tested in other widely separated walks of life—in organised children's groups, in adult education, in offices and factories, and in the home. I need more space to describe the latest industrial evidence, and so I will hold this over until next month.

An example from a family situation may be quoted in evidence. A 14-year-old boy was behaving unsatisfactorily and doing poor work at school. His parents changed their attitude of criticism and "heckling about his school work" and began consciously to accept and approve him as a person. A few weeks later his father said he was much improved, his school work was better and that "he began to blossom when I finally began to trust him to be himself and ceased trying to mould him into the glorified image of his father at a similar age. Oh to undo our past errors!" Criticism damages our self-esteem and puts us on the defensive. Approval for what we are and understanding for our difficulties provides the atmosphere in which we can develop and grow.

It looks as though one approach to the problem of maintaining discipline, therefore, is to take another look at what we mean by "discipline" and what we are hoping to achieve through it. We can impose sanctions and set up rules which people will obey because they are afraid of the consequences. We can also build up through skilful and secure leadership a high morale amongst subordinates, so that discipline will be a natural outflow from the activities of a group intent on pursuing objectives which it has made its own.

DISCUSSION LEADER

Check Points for Labour Strength and Turnover

By WILLIAM DURHAM, M.A.
Head of Information Department, Industrial Welfare Society.

The series continues with some practical points on how to keep labour and absentee statistics up to date yet simple. Such figures can then be compared with those for a previous period, and in this way any important trends are revealed.

THE widespread suspicion of statistics is amply justified. Unless a very clear indication is given of exactly what the figures cover, how they have been selected, and what are the more significant influences on them, they can be very readily misinterpreted, even when there is no intention on the part of the author to deceive.

Nevertheless, correctly used, figures are the only way to discover trends, whether of sales, production, scrap, or labour strength changes.

Figures for one period of time have little meaning unless they can be compared with those for some similar previous period. Given such a comparison they form the basis for policy decisions, or at the very least an instrument of persuasion in convincing management of the need for some course of action.

Labour Strength Return

In the Personnel Department the composition of the labour force will be shown by the "strength return". This will sometimes be worked out weekly, sometimes monthly. Unless fairly rapid changes are occurring there seems little real need for the weekly returns so religiously maintained in many firms. The strength return is normally broken down departmentally; then, depending on the nature of the organisation, there will be further analysis according to status—office staff, works staff, hourly paid; degree of skill; trade group; sex and age. It is also worth while keeping periodic records showing the ratio of supervisors to operators and of direct to indirect workers. If maintained on a departmental or even sectional basis these will form a useful historical comparison [illegible] a definite establishment has been laid down by the production planning department these figures will be essential to maintain it.

How can these figures be obtained? Normally from the entries in the Personnel Department Day Book which records all new starters, transfers, changes in rates, etc., and terminations. The current figures will be obtained by amending the previous week's figures accordingly.

Where statistics of a comparatively unusual nature are likely to be asked for in a hurry, firms may also maintain statistical cards, either of the punched edge variety, which need a needle to extract the relevant cards, or, if the firm has a mechanical tabulating machine, on a coded punched card which will be sorted and counted by the machine.

Such devices are normally only justified in firms of over 1,000 employees since the extra labour involved in keeping up to date a duplicated form can hardly be justified. Most statistics can be obtained reasonably quickly without them. Few managers really want to know how many manual male employees there are over 40 with over 12 years' service earning a basic rate of x/- per week. If you have such managers, however, statistical cards will be useful.

It may well be that the employee's

history card can be combined with a statistical card by having the information punched round the edges. To be of use, however, the card would have to be stored separately from its folder. The slotted Findex Card is a further alternative of this nature which is suitable for larger firms.

Labour Turnover

Most firms interview those who are leaving their employment in order to obtain some indication of the reason for the departure. Unfortunately the forms used to record the reasons either naïvely suppose that the employee has just one reason for leaving, or perhaps assume that subsidiary reasons will somehow be balanced out. Alternatively, he may be given a rating form which, when completed, could show, for example, that his reasons are as follows:—

	%
Dissatisfaction with working conditions	0
Dissatisfaction with the wages ..	20
Dissatisfaction with the supervisor	20
Domestic reasons	40
Dislike of job he is doing ..	20

(This list can, of course, be much longer.)

Valuable as the termination interview is, the reasons that go to make up a state of feeling are usually confused in the man's own mind so the validity of the results is suspect. Probably the only safe analysis is to record terminations due to:—

1. Own request (other than ill health).
2. Ill health and death.
3. Company policy—redundant.
4. Company policy—unsuitable.
5. Retired.

An analysis according to length of service is often of value since it pinpoints just who are leaving and whether there is any tendency to lose the long service employee.

Absence Statistics

Absence figures can be obtained by using either of the following formulæ:

1. $\frac{\text{Number of man hours lost}}{\text{Total No. of planned hours}} \times 100$

2. $\frac{\text{Number of half days lost}}{\text{Total No. of half days possible}} \times 100$

Very little difference will result from these two methods and the second may be easier to calculate. Treatment of overtime is not always easy in the case of the first formula. It would seem advisable to omit it altogether. Considerable distortion can be caused by long term absence, and it should be omitted after a certain time, probably about four weeks. The total absentee rate is not of great value, however. The figures are usually analysed according to department and sex and under the four headings mentioned previously—sickness, accidents, other absence with permission, and without permission.

A higher absence rate in a department may indicate low morale or poor supervision there. It may on the other hand merely reflect a different age composition, or more hazardous work. So long as the figures are maintained consistently, then yearly comparisons are possible.

Since most absence is due to genuine sickness, the chief weapons in reducing it is health education. An attractive rate can also be manufactured by terminating those with poor health, but progressive firms prefer to fit such employees into jobs where their absence does not dislocate production. An attack on "other absence without permission" can be made once they are isolated and progress in reducing it will be shown by the statistics.

(*To be continued.*)

Growing Firm Keeps Members "In the Picture"

(*Continued from page 657*)

communities where there is a *Dexion* satellite.

5. Mayors, aldermen and councillors in communities where there is a *Dexion* satellite.
6. Local V.I.P.s such as the fire chief, police chief, chairman of local hospital in communities where there is a *Dexion* satellite.
7. British embassies in countries where we are doing business.
8. London embassies of countries where we are doing business.
9. Press at home and overseas.
10. Special contacts, such as B.B.C., Central Office of Information, Board of Trade, etc.
11. Suppliers.
12. Headmasters of local schools, managers of local employment exchanges, and secretaries of university appointments boards, this last category being nominated by the Personnel Department in order to help them in staff recruitment.

The public relations value of our staff journal is considerable, but of course this must never be allowed to influence the editorial policy.

There is a special notice-board edition of *Good Company* which consists of a large permanent replica of the cover with weekly change of pictorial news on various subjects whose news value would be lost if they were to wait quarterly publication in the journal itself. For example, when the news came through that the Delta 2 had broken the world's speed record, in a matter of days the notice-board edition showed pictures and a caption drawing attention to the part played by our product.

More recently we have made our first film edition of *Good Company* which tells "The Cortina Story"—an account of the part we played in providing special structures for the Winter Olympic Games. Filmed by members of the staff in August when the structures were erected, in November when they were tested, and during the Games in February, this film naturally spotlights the various personalities involved. This is a happy portent for the future, and already a number of film editions of *Good Company* are being planned, such as a film on the community where the new factory is to be built; this will help to "sell" the idea of moving house to wives of production staff. A word of warning, however. If films of this kind are being made it is essential to get professional help with editing. A competent film editor can literally make a silk purse out of a sow's ear.

There is still much to learn, and at times the task seems as endless and unrewarding as painting the Forth Bridge. There is, however, the overwhelming feeling of being aboard "a happy ship"—happy because the crew knows where it is going and why.

" Pass the word along the line,
Tell it friend to friend."

Simple non-M words, from a down-to-earth old hymn: sniffed at, perhaps, by the high priests, but recognised for their truth by the good parish priests; words that are the real stuff of painting the exciting rumbustious picture of industry—a picture which the exhibition catalogue would describe as "landscape *with* figures".

How to Measure Responsibility—a British Firm Finds Out

By J. M. BRIDGES

Company Personnel Manager, T. Wall & Sons Ltd.

I CAN appreciate how Stout Cortez felt when he gazed on the Pacific, because I have just gazed on a book and experienced similar emotions of wild surmise. The book is entitled "Measurement of Responsibility", and is written by Elliott Jaques, late of The Tavistock Institute.

Psychologists and social analysts are not usually as terse in their writing as business men might wish, and frequently conceal ideas under a load of verbal junk. One cannot accuse Elliott Jaques of being anything other than lucid and simple in this book, the text of which, though ornamented with footnotes, is refreshingly clear of references to obscure psychological journals which the layman is most unlikely to read. It is also tantalizingly free of "correlation coefficients", "statistical symbols" and other mumbo jumbo with which he likes to convince himself of a book's validity.

It remains, however, a tantalizing book because it expounds a new discovery in the method of measuring responsibility, but does not give many practical demonstrations of how to put this discovery to the test. Perhaps it is a bit unfair to expect the author to have done so, but nevertheless to those of us who are engaged in assessing salary ceilings for management, a little practical help would have greatly enhanced its value. But it is a small book for a psychologist—a mere 140 pages; so no doubt Dr. Jaques or someone else intends to follow it up with a sequel of the "how to do it" variety.

"Time-Span" Factor

What is the new discovery? It is simply that a reliable gauge to the salary expected by an employee can be obtained by measuring the "time span of his responsibility". That is to say, the period in days, weeks, months or years that a decision of his is likely to have a binding effect on the company for whom he works. That binding effect may be measured in terms of commitment of company resources, and that would not appear to be too difficult a task for an assessor.

The company, *Glacier Metal*, in which this discovery was made is well known for its progressive ideas, so it is not surprising too that its chairman and managing director, W. B. D. Brown, is sufficiently far-sighted to realise the important possibilities of a new concept of this nature, and, having had the investigation carried out on his own doorstep, is convinced that it rings true, and furthermore supports the author's belief that we knew it all the time only not consciously.

There are many ways of assessing salary ceilings for management. There is the intuitive method, which is sometimes not so far off the mark as one would think. There is the method of considering market values, or there is the equally well-known system of looking at the colour of the hair and eyes of the man who is doing the job.

Dr. Jaques feels that in the first two of these there may be a large measure of accuracy, but because it is not easily seen when deviations occur, the whole salary system cannot be put right on purpose.

I find a new idea in the division of a job into two aspects; the prescribed aspects, that is to say those laid down by the organisation and from which there can be no deviation, and those aspects which are *discretionary*, that is to say are carried by the judgment and opinion of the individual. It is a novel thought that the prescribed aspects can cover skill, experience and training and that these of themselves are only the passport to the job, while the discretionary part of the job is the one which determines how much you shall be paid.

I have no doubt the investigator has satisfied himself that the time-span factor is the one in a multi-factor unity which is a reliable index of the total value of that unity. It would seem to me that there is a distinct possibility that the value of the unity might possibly be a function of two or more factors, and I would hazard a guess that the amount of money or resources tied up must also have an important bearing as a factor.

A Shattering Idea

One other completely shattering idea is that the reward which you can expect to take out of business may well be related to the interest rate at which your company can borrow capital and be a function of the amount of money which you can lose for the business, not make for it. To give the author his due, he expects it to be shattering.

On this aspect interesting parallels are drawn between Government undertakings in which money can be borrowed at a low rate of interest and salaries are correspondingly lower than in industry, whereas at the other end of the scale in the rather mercurial film industry salaries are high, but the industry finds great difficulty in borrowing money, except at extortionate rates.

For good measure some very useful ideas punctuate the general subject. For instance, there is a definition of work, which is "that totality of prescribed and discretionary activities that a person does in discharging the responsibility he has contracted to undertake in order to earn his living", or is that just the customary blinding flash of the obvious.

I am completely sold, too, on the idea that a person's time span of potential responsibility can increase with age up to a point, depending on the individual. Too often we are told that as far as intelligence goes it reaches its peak about the age of 18 and that by age 30 one is measurably senile, and that we are too old at 40 and so on.

Dr. Jaques shows in simple diagrammatic form that as far as ability to hold down a job is concerned there is hope for many of us even at age 70, although this is one point where the tantalizing nature of the book becomes apparent. The graph is a mere bald statement. We take it or leave it. It is the word of Elliott Jaques.

This book has been launched on the public with little of the customary drum beating, which accompanies many lesser works.

It contains a new idea and is really only an interim statement, but it would appear that it contains the seed of a very valuable contribution to industrial management and administration.

It is well worth 15s.

How to Interview

Interviewing for the Selection of Staff. By E. Anstey and E. O. Mercer, *Allen & Unwin*, 10*s.* 6*d.*

This book is put forward as a help to those who are not professionally engaged in interviewing, but have to do it sometimes; the particular merit is that it starts from scratch and covers the whole field of the technique. One of the chapters, however, has been wisely devoted to that not least important of persons—the interviewee. And he also can read this concise and informative little volume with profit.

PEOPLE AT WORK

Pay Packet Precepts

WORK carried out on roofs, sometimes at considerable heights, involves risks which can often lead to serious accidents. In an endeavour to make operatives more conscious of the need for adequate safety precautions, *The Ruberoid Co. Ltd.*, London, W.C.1, have introduced a series of humorous illustrated leaflets which will be included regularly in the weekly pay packets of their fixing staff.

The subjects chosen are based on statistics obtained by examination of general insurance claims, and include such risks as improperly secured ladders, faulty footwear, and over confidence in handling hot bitumen. It is hoped by the firm that these cartoons will play a useful part in the current accident prevention campaign.

"Lonely Money"

SPEAKING in a discussion on automation at the Amalgamated Engineering Union conference at Eastbourne last month, Mr. R. W. Wright, of Stockport, said he knew of an oil refinery where acres of plant were controlled by only a few men and a claim had been made for "lonely money" because each man had no one else near him.

—but not Applied

THE United Nations commission on the status of women recently noted progress in many countries in securing acceptance of the equal pay for equal work principle.

In a resolution, the commission said it believed that further attention should be given to ensure application of equal rates to individual women workers who perform comparable work with men in individual establishments. It considered that collective bargaining procedures had been found in many countries to be one of the most effective ways to ensure equal rates of pay for women.

The Ardeer team (Nobel Division) taking part in the team test at the recent **I.C.I.** First Aid Competition Final at Millbank, London.

A 'Do-You-Know?' of Dust Dangers

MANY operators in foundry operations fail to appreciate the importance of avoiding dust-inhalation, and fail to make full use of the apparatus provided for their safety.

In an endeavour to bring home to all their steel foundry employees the dangers they run through the neglect of these precautions, *Edgar Allen & Co. Ltd.* have issued a pamphlet reproduced below, and it is hoped that this, which will be given to each employee concerned, will at least bring home to all who read it the lessons it teaches.

Do you know that it is the finely divided particles of sand that, over a period of time, may cause Silicosis or Pneumoconiosis?

Do you know that the most experienced designers of breathing apparatus in the country have produced a respirator which will give protection from the effects of breathing dust?

Do you know that your trade union and your employers both urge you to use such a respirator?

Do you know that such respirators are a "free issue" to fettlers, grinders, welders, burners-off, and to all in dressing shops or moulding shops whose work is normally in a dusty atmosphere?

Do you know that even if your workplace is not in what is usually recognised as a dusty area, you may have a respirator issued free to you personally and as your safeguard?

Do you know that eye protection is equally urgent, and that your trade union and your employers urge you to wear goggles at your job?

Do you know that goggles are also "a free issue" to all whose work carries

OUR FRONT COVER

This month's front cover shows payday in a textile mill in India where the industry gives employment to some 56,000 women. We are indebted to the International Labour Organisation for the picture which describes more eloquently than any words the gulf between East and West in the matter of working conditions. The Organisation's Textiles Committee recently urged more countries to ratify the ILO convention on equal pay for men and women workers, but only ten countries have in fact done so since the convention was adopted in 1951. The position in the textile industry is, however, better than in most because there are relatively more women than men in the lower-paid jobs.

the possibility of eye damage, and to any other person who wishes to have protection when in the works?

Do you know that respirators and goggles are held in the stores at these works for the above purposes?

If you are not in possession of either respirators or goggles see your foreman if you need them and he will get them for you. When you have got them it is your duty to yourself and your family to wear them.

See that you carry out this duty. **(The Edgar Allen News.)**

Paper Hygiene

SOMETHING like 800 million paper towels were supplied to industry during 1955 and this year the figure will, almost certainly, be higher. The makers of these towels are convinced that the main reason for the phenomenal increase in their use (they had only just been introduced into this country before the war) is the hygiene factor. The coming of age of the paper towel, they believe, took place in 1954 when the British Standards Institution laid down exact specifications for paper towelling and dispensing cabinets. We await with interest the day when some ergonomics expert lays down the exact movements necessary to their most efficient use.

Safety in Brief

FOR a record reduction of accidents to 0.43 per 100,000 man hours worked last year, *Fort Dunlop* has received a certificate of the National Joint Industrial Council from Mr. D. E. Jones, the new superintending inspector of factories for the South Midlands division, formerly an inspector of the first accident prevention committee of the Rubber Industries Council.

* * *

A NURSE and a woman patient sustained burns in an ambulance room when a bottle of methylated ether was displaced from a shelf and fell to the floor. The fumes were ignited by an electric fire. Bulk stocks of such inflammable liquids should not be kept within the ambulance room, but in a cool, well-ventilated store. Electrical equipment, particularly fires, should be located in such positions as to minimise risk of ignition. **(RoSPA Bulletin.)**

* * *

YOU yourself are the best of all fire-prevention means: that's the lesson taught *Atlantic Steel Company* employees at the company's Atlanta, Georgia, plant in America. A fire alarm box was equipped with an inside mirror, so that when an employee opened it he saw his own face. Beneath the box hung a sign: "Open door and see the best fire preventer." The gimmick was used during a special fire prevention drive, and the idea it taught was driven home to all employees.

FIRE CHIEFS HAVE AUTOMATION GLOOMS

THE trade unions are not the only ones in industry who are worried about automation. Some of the men responsible for fire prevention in factories expressed their concern about its effects on their work during informal discussions at the first conference of the Industrial Fire Protection Association of Great Britain recently.

Automation and fire prevention can be at loggerheads over basic principles. Automation as a means to mass-production generally means vast areas of unbroken working space in the factory, whereas fire prevention methods seek what the experts' jargon calls "fire segregation"—that is, the division of the factory space into a large number of units, separated if possible by fireproof barriers.

Mr. H. M. Smith, H.M. Chief Inspector of Fire Brigades, told a story that was a good example of the clash between the two interests. A chief of a fire brigade, who was shown the plans for a new factory submitted to his local authority, suggested that the building should be divided into smaller units. But when he raised the matter with the local council, according to Mr. Smith, he was told not to protest too much because the company had threatened to build its factory in another area, and the council could not afford to lose the factory's contribution to the rates.

Mr. S. H. Clarke, Director of Fire Research, Department of Scientific and Industrial Research, and Fire Offices Committee, who gave a talk on "Some Factors in the Causes of Industrial Fires and how They may be Avoided", said that automation certainly meant a greater risk of fires in factories—one of the biggest fires of all time had been in an automation factory recently—but that he hoped automation would also help to find new solutions to the problems it created.

'Trickle' Measures

This point was taken up by Mr. K. N. Hoare, Chief Officer of Manchester Fire Brigade, who suggested that automation should be able to help with the detection of fires. Fire brigades depended on the speed with which they were called, and detection devices were on the market now but were being introduced into factories "in a trickle". He said that insurance companies, which gave incentives for efficient "fire segregation" and other prevention methods had not recognised the makers of any automatic detectors in the last 40 years.

Behind many of the formal debates and the informal discussions lay the puzzle of the human element. Everyone had his favourite story about the difficulty of getting the work people to co-operate on prevention measures. One man said his company was now going to sack the next employee found not wearing compulsory eye-shields at their work. Mr. Wolfgang recalled hearing cries of "Anybody got any so-and-so fire-buckets? We have got the insurance man coming round."

Sir Arthur Hutchinson, deputy Under-Secretary of State at the Home Office, said that all except fifteen of the fire brigades in the country had specialist fire prevention officers, and it was hoped in due course to have a large "network" of them across the country.

She heard we needed extra hands in this area. *(Electrolux News.)*

Snobbishness or Expediency?

This journal recently enquired into the reasons why so many firms favour separate dining rooms in their canteens. The answers show that expediency, not class distinction, is the main cause of apartheid in industrial catering. We present our main findings here more as a matter of interest than instruction. Only the firm concerned should decide whether or not to separate its members at meal-times.

One of the more modern canteens in the London office area is in the Time & Life Building, New Bond Street. Here is the staff cafeteria, clean, modern and comfortable without being sumptuous.

Are Separate Dining Rooms Really Necessary?

By ANNE SHIRLEY

WHILE most of the material insignia of rank in industry—carpets, curtains, office furniture and the like—have always been more or less accepted as part of the established order of things, a surprising amount of controversy still goes on over the question of separate dining rooms in the canteen—sorry, staff restaurant. One faction will point to the spate of words being written and spoken nowadays about the need to break down class barriers in industry, to get rid of the "We" and "They" mentality: the other faction avers that you can't change human nature and that having one vast eating hall for the chairman downwards would do nothing to thwart the tendency for people to form themselves into cliques.

An investigation I carried out recently through the co-operation of several firms did little to prove which school of thought was right. But it did unearth one or two interesting facts and lead me to the conclusion that the trend towards separate dining rooms is definitely on the increase.

Generally there are three groupings of diners in industry: there is one canteen for the main group of employees, another for junior executives and another for senior executives. Some companies, like *Shell Mex* at their London sales headquarters, yet further subdivide into rooms for directors' secretaries and other even smaller groups. Other firms have one canteen for the majority and a suite of rooms with minor subdivisions, variously resolved.

Where there are such distinctions much responsibility lays on those who decide where each person must dine. Classifying the overlapping ranks is a difficult problem and, however fair one tries to be, there is always bound to be someone who is hurt at being included in one and left out of another grouping.

This grading of personnel carries with it not only the right to separation from others but often the right to better decor, service, food and prices. The variety in all these things is surprisingly wide. While some general canteens are quite humble, the managerial dining rooms are sumptuous. In others the difference

There is no reason, of course, why the canteen for the men and women on the shop floor should be anything but clean and attractive. Here is an excellent example, the main dining hall at the Abbey Works of the **Steel Company of Wales Ltd.**

is not so great. In those with three or more subdivisions the decor is ingeniously graded to match the management's idea of the tastes and status of persons using them. In such cases one cannot help wondering if this skill is being used to its best advantage.

It is interesting to compare management dining rooms. In a family company like *Horlicks Ltd.* at Slough the senior dining room has a wonderfully polished old mahogany table with antlers around the walls. Other firms have contemporary designs, while others still are converted recreation rooms. Again, it is interesting to compare the pricing systems. In some the prices are the same as those in the main canteen ; other managers pay more and some pay nothing. The food varies too. Some managers eat the same food as served in the main canteen while others are offered an extra course or totally different meals from usual canteen fare. These variations depend, of course, on company policy.

The Reason Why

What is the purpose behind these distinctions ? One personnel officer explained to me that such arrangements are made to compensate for the limited "perks" one can give managers nowadays. Management and executives expect small acknowledgements of their position—however it is expressed. But surely there are many other "perks" given in the form of salary increases and other amenities ?

Another point of view which seems to carry more weight is that of the relaxing value of eating amongst people with whom one has most in common. At *Horlicks* the personnel manager strongly believes in the value of separate dining rooms. For, he says, departmental managers normally meet each other only when they are in disagreement or when they have to hammer out solutions to particular problems. He believes that a lunch room should permit normal easy conversation and a "get-together" atmosphere which does not exist in main canteens. Nowadays there is less social activity in firms than before the war as a result of home entertainments, etc., and there is consequently more apathy towards social clubs and other activities within the firm. So the canteen becomes the main if not the only centre of social relationships within the firm.

The attitude of management at Shell Mex House is that once employees have reached a certain status they deserve the right to privacy if they wish. But here the quality of the general canteen is such that many who could, if they wished, dine separately still choose to use the main cafeteria. The food is the same in all dining rooms (excellent four-course menus are served daily for the incredible price of 1s.) while the difference lies in waitress service and smaller rooms.

Pin Pricks

Where, however, central kitchens are so situated to serve all dining rooms with varying quality menus, petty jealousies will be aroused by the sight of better foods arrayed on trolleys. The importance of these jealousies and gossip so aroused must not be overlooked as a cause of lowering morale within a firm.

The problem of separating diners is more real in those industries which employ both white-collared workers and others on productive processes. One solution to this has been found by *Horlicks* who give those working on the shop floor an extra quarter-hour lunch break in which to wash and change their overalls. This overrules the objection of those not wishing to sit with co-workers because of the condition of their clothes. Another objection to combined canteens is that executives should be able to buy a more expensive meal if they wish, but an easy solution to this can be found by providing cafeteria service with a variety of differently priced foods.

It would be interesting to equate the relative values of increased morale of firms who, on the one hand, level out employees in one canteen or, on the other, separate grades. Is the ambition to progress into the next grade of canteen a healthy incentive ? Or does it stultify other and better reasons for improving one's position, such as more responsibility and the value of one's work to the community.

Certainly the present tendency towards segregation in the canteen is difficult to reconcile with the pious talk so popular these days about eliminating artificial barriers in industry. Most firms are aware that they must function as a team to be successful and that it is silly therefore to make arbitrary distinctions about the contribution of each department to the final result. Should not, it might be asked, this attitude be reflected in their eating habits ? Yet the matter is not as simple as this. However democratic a people, its members do form themselves into groups and there is nothing worse than the futile attempts at heartiness so often undertaken with a view to uprooting attitudes that stem from natural prejudices. But it is up to each firm to decide this problem for itself, and in the matter of catering each should reflect on its basic policy before embarking on definite plans.

CANTEEN ADVICE BUREAU

We would be grateful if you could give us some information regarding the regulations governing the wearing of hats by canteen assistants during the course of their duties.

We have our own works canteen, and some of the staff decline to wear the hats which we issue and launder free of charge. Perhaps you could advise us whether it is compulsory for a canteen staff to wear suitable head coverage, including our manager who is the only male employed in the canteen. (D. P., London).

YOU cannot legally compel your staff to wear hats, but there is no reason why you should not make it quite clear that those who decline to conform to your wishes in this matter should find alternative employment.

Anyone engaged in the preparation or service of canteen meals should wear protective clothing, and it should be pointed out to the staff that such protective clothing is not intended just to protect their clothes but to protect the food which they might prepare or serve. My personal opinion is that your canteen manager is not up to standard, or he would insist that suitable head covering was worn by his staff and that he himself would wear a hat when actively engaged in the preparation or service of food. If the women object to the style of the caps which you provide then I would suggest that you invite them to wear muslin squares which will completely cover the hair.

I think that you ought to take a very firm line in regard to this problem.

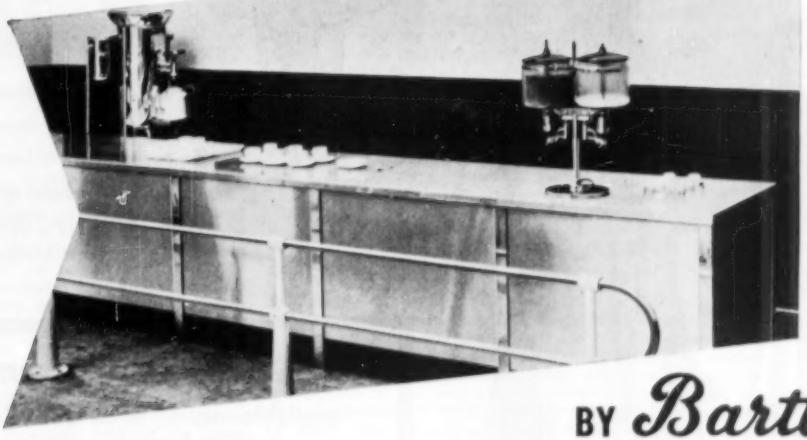
Canteen Wages

A NEW Catering Wages Board proposal for canteen workers is under consideration. It suggests an increase of 5s. 6d. for general assistants, 6s. 6d. for assistant cooks and 5s. 6d. for cooks, bringing rates for a 45-hour week up to 80s. 6d., 89s. and 97s. 6d. respectively.

Even allowing for free food and free uniforms, these rates are far below those normally paid, especially in areas where there is a great demand for female labour, and in factories where the basic rate for women now includes canteen workers. But the new proposal is a good point from which to review the effective use and the cost of canteen staff.

CAFETERIA INSTALLATIONS

FOR MESSRS. CHAPPIE LTD.
MELTON MOWBRAY



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New Industrial Equipment

EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph. We are always glad to consider for publication descriptions — preferably accompanied by an illustration suitable for reproduction — of new products.

Cleaning

MECHANICAL FACTOTUM

THE *Poliscrub* is a new industrial floor cleaning machine which can operate as a combined floor scrubber and polisher or, alternatively, as a polisher only. It has the advantage of being small, consequently lightweight, and is therefore capable of working in restricted spaces while, at the same time, being equally suitable for large areas.

It is silent in operation and is moved when not in use by means of two rubber-tyred wheels. Operators can adjust the handle to suit their height and maintenance is simple, while the replacement cost of brushes is low. Guaranteed for 12 months, the *Poliscrub* should be a welcome aid to those with varying cleaning problems by means of its versatility, ease of operation, speed and low cost. **(PM/1112.)**

NEW DETERGENT

A NEW detergent has been produced which is claimed to be a superior dishwashing detergent and, at the same time, ideally suitable for cleaning paintwork, floors, table tops, shelves, and for washing textiles. This new detergent is economical in use and is packed in non-returnable fibreboard kegs which are light, attractive, easy to stack and store and easy to scoop from. There are two sizes, medium and large, the latter containing more than double the quantity of the smaller keg at only double the cost. **(PM/1113.)**

GRILLE FAN

FOR the first time since window fans were introduced twenty years ago the basic design has been changed. The traditional outlet baffle has been replaced by a pleasingly styled moulded external grille in new models of the *Xpelair*.

Square with curved sides, the new grille is neater, much more compact and less conspicuous than the conventional circular baffle. It is claimed to be weatherproof.

As before, the new models are supplied with an integral iris shutter, preventing backdraught when the fan is not running, another *Xpelair* innovation. Operation of the shutter by two nylon cords trips a built-in fan switch. A pull on one cord starts the fan and opens the shutter. A pull on the other switches the fan off and seals the aperture.

A new size with a 6 in. diameter fan, extracting 7,500 cu. ft. per hour, has been introduced. In ivory plastic it is eminently suitable for the average small kitchen. The two larger models, with 7½ in. and 9½ in. fans, extract 15,000 and 30,000 cu. ft./hr. respectively. These are now produced in black plastic. For all three sizes a new type of wall plate is offered, which facilitates fixing the unit into brick walls. **(PM/1114.)**

Heating

FOR WARM FEET

WHERE large scale areas have to be heated—particularly in factories with stone floors—this new method of floor warmth will be appreciated. The Plinth Warmer is portable, safe and economical in use and creates comfortable conditions for those spending much of their time standing. Single transformers feed the heating elements in one or more of the cement plinths as required.

For factory use it should prove indispensable and especially so in the alleviation of absenteeism through colds and similar ailments. **(PM/1115.)**

INFRA-RED 'ON TAP'

THE increasing use of infra-red lamps for local warming of individuals or groups of people has given rise to a demand for an inexpensive fitting more pleasing in appearance than the standard units originally designed for agricultural use. This has been achieved with a new range of industrial heating units which are in the form of a metal cone which can be supplied for conduit mounting, or with a baseplate. The inclusion of a ball joint enables the fitting to be fixed to wall or ceiling and greatly adds to its versatility. Each fitting is supplied with a lamp.

The unit is for indoor use in most situations where personnel need to be kept comfortably warm and where other heating systems would be impracticable or costly. Typical applications include workshops, garages, kiosks, stores, warehouses, cash desks, shop counters, offices and for pavement heating. The units should not, however, be used where there is any risk of condensation or where the lamps are likely to be splashed with water. **(PM/1116.)**

WARM AND COSY

A PERSONNEL manager's room is used for so many interviews and discussions of private problems that a friendly, human atmosphere is most

important. This cheerful new fire should help. Working on a convection system it is specially designed to burn coke or other smokeless fuel. With a neat gilt mesh screen front it is attractive and safe without fussiness and it has the added advantage of being readily fitted into almost any existing fireplace. Other commendable features are that it is economical to run and will burn for hours without attention. **(PM/1117.)**

Efficiency Aids

300 TACKS PER MINUTE

THIS unique machine, operating on compressed air, automatically feeds and drives conventional tacks at speeds in excess of 300 tacks per minute and will feed tacks up to ¾ in. in length.

The tacks are automatically delivered through a plastic tube from a hopper to a portable tack gun weighing only 3 lb. and operable within a radius of 6 to 10 ft. from the tack hopper, which holds up to 12,000 tacks.

This tacker which is easily held in one hand is operated merely by pressing the nozzle against the work which causes the tack already in the nozzle to be driven and a fresh tack to be separated and delivered via the plastic tube to the gun ready for driving.

The tacker nozzle being narrow enables the gun to be used in awkward corners as narrow as 40° and can be operated at any angle and in any position.

In use the machine has proved to be extremely reliable, and to ensure this, the manufacturers also make and supply a special range of tacks for use with this equipment. When used the tacker requires an air supply of 6 cu. ft. per minute at a pressure of 80 lb. per sq. inch. **(PM/1118.)**

VERSATILE STAGING

THE time-saving dream of the maintenance engineer, or contractor—a staging that can be erected by one man, without tools, that can be carried by him in sections under his arm, through narrow doorways or passages—is realised in the new product, *Zip-Up*.

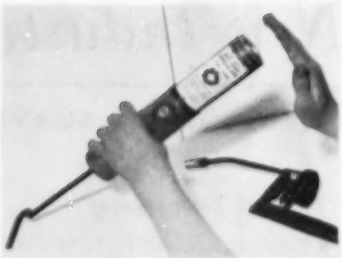
One type, of which a continuous stairway from level to level is an integral part, gives easy and safe access to working heights up to 75 feet or more. The span type, shown here, caters for length of overhead access rather than height,

and it is designed to provide a working platform over lathes and looms, benches and display counters, any fixed furniture and machinery, for repairs and maintenance to ceiling lights, overpower drives, etc., and for cleaning and decorating without interfering with production.

Zip-Up is made in aluminium alloy for strength and lightness and is so compact that the sections necessary to erect even a 35 ft. high tower can be carried in a 10 cwt. pick-up truck or suitable trailer behind a car. The snap action adjustable legs enable the staging to be placed level in seconds, so that all four legs can be raised to different levels, according to the slope of the ground, or, when it is necessary, to place one pair of legs on the landing and the other pair three or four rises farther up on the stairs. The rubber castors on which the staging is mounted have self-locking brakes, and flex-sorb tyres are specially designed to roll over obstructions. **(PM/1119.)**

CLEAN GREASING

IN an effort to overcome one of the messiest problems facing all users of lubricating equipment, namely that of loading and refilling side-lever grease



guns, the new *Mes-Les* cartridge side-lever grease gun has been evolved. Instead of having to fill the gun with grease either by hand or with a spoon or pump the gun can be filled by a grease-filled cartridge.

After releasing the pressure on the gun, and unscrewing the head, the flat lid at one end of the cartridge is removed before insertion, whilst the "clip-on" lid at the other end can then be eased out with any coin before screwing on the gunhead again. One single grease cartridge for four complete greasings of all points on a motor car or tractor. **(PM/1120.)**

SPOTLIGHT ON SOLDERING

THE new *Primaxa* soldering gun carries its own spotlight system with two magnifying lenses which give uniform and shadow-free illumination of the soldering spot. It is a heavy duty solderer, specially designed for easy soldering on awkward spots. Working on a different principle from the ordinary soldering iron, a current of high amperage produced in the transformer will heat the soldering tip within six seconds. It is guaranteed for one year and fitted in a new unbreakable case. **(PM/1121.)**

POWER SAW

THESE new heavy duty saws are designed to tackle all general construction and repair work. There are several models which are fast, adaptable and easy to handle and ideal for a variety of applications including home carpentry, interior finishing, general building and farm maintenance work. Powered by sturdy motors especially designed for

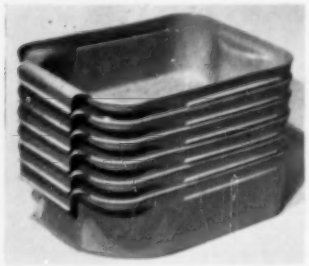
power sawing, these tools have ample speed and stamina to cut through a wide variety of materials with the minimum amount of operator fatigue.

The well proportioned handle of the

6 in. saw shown here permits easy one-hand control, and the telescoping lower blade guard slides open exposing the blade as the saw cut is started. For complete safety the guard closes automatically. It has a built-in depth and bevel attachment and the rip fence saves time in rip sawing by keeping the saw at a predetermined distance from the edge of the board. **(PM/1122.)**

NESTERS AND/OR STACKERS

INDUSTRY has always needed a stock box which could stack when filled with work and yet nest when empty. The new *Flowtier* nesting and stacking box is the answer to this problem. Stacked empty they appear as in our photograph but when filled with components, etc., alternate boxes face opposite directions and fit into the ledge provided just inside the rim. Manufactured as a one-piece pressing from 20 gauge sheet, they weigh only 3 lb. yet are enormously strong and will safely carry any load that can be put into them. Each box is approximately 15 × 11 × 5 in. deep with a capacity of 520 cubic inches. Varied designed nesting and stacking boxes are made in different sizes. **(PM/1123.)**



Safety

FLAMEPROOF LOUDSPEAKER

SOUND broadcasting is being used on an ever-increasing scale within industry. This coverage can now be increased still further following the introduction of a new loudspeaker horn driving unit for use in inflammable atmospheres. It is the first unit of its kind to receive the Ministry of Fuel and Power's certificate approving its use in atmospheres covered by Groups II and III of B.S. 229/1946 dealing with flameproof equipment. It can therefore be used to provide loud, intelligible speech in those sections of the oil, paint, and chemical industries, for example, where direct sound broadcasting has hitherto been impossible because of the risk of fire or explosion. The speech coil and driver section, the magnet assembly and the line matching transformer are all totally enclosed in a substantial aluminium alloy cast flameproof case. Maximum reliability is ensured by the enamelled copper wire on the speech coil winding, with beryllium copper lead-out strips. **(PM/1124.)**

FLEXIBLE SPECTACLES

SUPPLIED with or without flexible ventilated side-shields the new *Nuspex* industrial spectacles are flexible and will stand up to hard treatment. They are made of toughened plastic material and the very flexible ear bows with curl-ends are plastic-covered. This covering is securely anchored to the butts and there are three lengths of ear bows, long, medium and short. The flexibility of the side-shields is a special feature which adds greatly to the comfort of the wearer. Three widths of frame and various types of lenses are available and prescription lenses can be supplied.

(PM/1125.)

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Electrode Boilers, Electrical Immersion Heated Boilers. Certificate of Exemption No. 26 (General). January, 1956. Published by the Ministry of Labour and National Service. Factory Form No. 690. *H.M.S.O.* 2d.

***Job* Analysis.** A Tool of Productivity. Project No. 231. March, 1956. Published by the European Economic Co-operation Organisation. *H.M.S.O.* 4s. 6d.

Must Full Employment Mean Ever-Rising Prices: A Popular Version of the White Paper 'The Economic Implications of Full Employment.' Published by the Treasury. *H.M.S.O.* 6d.

Productivity, Bibliography on Project No. 233. April, 1956. Published by the European Economic Co-operation Organisation. *H.M.S.O.* 14s.

Productivity Measurement Review No. 4. February, 1956. Published by the European Economic Co-operation Organisation. *H.M.S.O.* 3s.

Steam Boilers, Coil Type Steam Generators. Certificate of Exemption No. 27 (General). January, 1956. Published by the Ministry of Labour and National Service Factory Form No. 691. *H.M.S.O.* 2d.

Accidents, How They Happen and How to Prevent Them at Factories, Docks, Building Operations and Works of Engineering Construction. Vol. 27. April, 1956. Published by Ministry of Labour and National Service. *H.M.S.O.* 1s.

Dust in Steel Foundries. 2nd Report of a Committee (Chairman: H. A. Hepburn) appointed to consider Methods of Preventing the Production or the Inhalation of Dust and the Possibility of Reducing the Use of Materials containing Free Silica in Steel Foundries. March 31, 1951. Published by Ministry of Labour and National Service. *H.M.S.O.* 4s. 6d.

Automation. A Report on the Technical Trends and their Impact on Management and Labour. March 9, 1956. Published by the Department of Scientific and Industrial Research. *H.M.S.O.* 6s.

Industrial Accident Prevention. Industrial Safety Sub-Committee (Chairman: Dame Mary Smieton) of the National Joint Advisory Council Report. October, 1955. Published by Ministry of Labour and National Service. *H.M.S.O.* 1s. 6d.

STATUTORY INSTRUMENTS

No. 325. The Retail Bread and Flour Confectionery Trade Wages Council (England and Wales) Wages Regulation (Amendment) Order, 1956. Dated March 31, 1956, made by the Minister of Labour and National Service by Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 4d. Increases the statutory minimum remuneration fixed by previous Orders.

No. 326. The Retail Food Trades Wages Council (Scotland) Wages Regulation Order, 1956. Dated March 31, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 9d. Sets out the statutory minimum remuneration payable and the holidays to be allowed to workers in substitution for the statutory minimum remuneration fixed, and holidays provided for by previous Orders.

No. 345. The General Waste Materials Reclamation Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1956. Dated March 28, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 3d. Increases the statutory minimum fixed by previous Orders.

No. 344. The Baking Wages Council (England and Wales) Wages Regulation (Amendment) Order, 1956. Dated March 28, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 3d. Amends previous Order by increasing the statutory minimum remuneration fixed by that Order.

No. 381. The Retail Furnishing and Allied Trades Wages Council (Great Britain) Wages Regulation Order, 1956. Dated April 9, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 9d. Sets out the statutory minimum remuneration payable and the holidays to be allowed to workers in substitution for the statutory minimum remuneration fixed, and holidays provided for, by previous Orders.

No. 439. The Rubber Manufacturing Wages Council (Great Britain) Wages Regulation Order, 1956. Dated April 16, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 4d. Sets out the statutory minimum remuneration payable in substitution for that fixed by previous Orders.

No. 440. The Milk Distributive Wages Council (England and Wales) Wages Regulation Order, 1956. Dated April 15, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 6d. Sets out the statutory minimum remuneration payable in substitution for that fixed by previous Orders.

No. 461. The Road Haulage Wages Council Wages Regulation (Amendment) Order, 1956. Dated April, 16, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 4d. Amends the Road Haulage Wages Council Wages Regulation Order, 1955, by increasing the statutory minimum remuneration fixed by that Order, and by adding the Rural District of Dursley to the list of Grade 1 areas.

No. 474. The Paper Bag Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1956. Dated April 16, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 4d. Amends previous Orders by increasing the statutory minimum remuneration fixed.

No. 504. The Rope, Twine and Net Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1956. Dated April 18, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1954 (a). *H.M.S.O.* 4d. Amends previous Orders by increasing the statutory minimum remuneration fixed by those Orders.

No. 554. The Hairdressing Undertakings Wages Council (Great Britain) Wages Regulation Order, 1956. Dated May 7, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 9d. Sets out the statutory minimum remuneration payable and the holidays to be allowed to workers in substitution for the statutory minimum remuneration fixed, and holidays provided for by previous Orders.

No. 562. The Aerated Waters Wages Council (England and Wales) Wages Regulation (Amendment) Order, 1956. Dated April 30, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 3d. Amends the Aerated Waters Wages Council (England and Wales) Wages Regulation Order, 1955, by increasing the statutory minimum remuneration fixed by that Order.

No. 573. The Linen and Cotton Handkerchief and Household Goods and Linen Piece Goods Wages Council (Great Britain) Wages Regulation Order, 1956. Dated May 4, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 4d. Sets out the statutory minimum remuneration payable in substitution for that fixed by previous Orders.

No. 623. The Coal Industry (Workmen's Compensation Liabilities) (Compensation Trusts) Order, 1956. Dated May 7, 1956, made by Her Majesty The Queen. *H.M.S.O.* 3d. Transfers to the National Coal Board the workmen's compensation liabilities and extinguishes the liabilities of the trustees to make payments in discharge of workmen's compensation liabilities transferred by the Order to the Board.

No. 627. The Retail Newsagency, Tobacco and Confectionery Trades Wages Council (England and Wales) Wages Regulation Order, 1956. Dated May 14, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 9d. Sets out statutory minimum remuneration payable and holidays to be allowed to workers in substitution for those fixed by previous Orders.

No. 635. The Flax and Hemp Wages Council (Great Britain) Wages Regulation (Holidays) Order, 1956. Dated June 1, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a) *H.M.S.O.* 4d. Sets out the holidays which an employer is required to allow to workers and the remuneration payable for those holidays, in substitution for those fixed by previous Orders.

No. 636. The Retail Bespoke Tailoring Wages Council (Scotland) Wages Regulation Order, 1956. Dated May 11, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 6d. Sets out statutory minimum remuneration payable in substitution for that fixed by previous Orders.

No. 662. The Boot and Shoe Repairing Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1956. Dated May 18, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 4d. Amends previous Orders by varying the minimum remuneration fixed by those Orders.

No. 672. The Baking Wages Council (Scotland) Wages Regulation (Amendment) Order, 1956. Dated May 21, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 4d. Amends previous Orders by increasing statutory minimum remuneration fixed by those Orders.

No. 673. The Retail Newsagency, Tobacco and Confectionery Trades Wages Council (Scotland) Wages Regulation Order, 1956. Dated May 21, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 6d. Sets out the statutory minimum remuneration payable and the holidays to be allowed to workers in substitution for the statutory minimum remuneration fixed by previous Orders.

INDUSTRIAL DISPUTES TRIBUNAL AWARDS

No. 805. Rates of Wages of Workers Employed in the Vehicle Building Industry. Claim: For an increase in wages. **Award:** Claim established. Wage rates increased by 3½d., 3d., 2½d., 2½d., for skilled, semi-skilled, unskilled male workers and female workers respectively. Effective immediately. (14/2/56.)

No. 806. Zoning of the Area of the Hornchurch Urban District Council in Respect of the Wage Rates of the Council's Manual Workers. Claim: For the transfer of Hornchurch District Council from Zone "A" to the London Zone of the Schedule of Zoning for Local Authorities' Services (Manual Workers). **Award:** Claim not established. (16/2/56.)

No. 807. Rates of Wages of Workers Employed in the Hosiery and Knitwear Industry in Scotland (Except Hawick). Claim: For an increase in wages. **Award:** Claim established. Effective immediately. (27/2/56.)

No. 809. Remuneration of Certain Chief Officers of the Corporation of the County Borough of Blackpool. Claim: For an increase in salary. **Award:** Claim established. Salary scale of Engineer and Surveyor to be £2,050 × £50 to £2,300 and £2,000 × £50 to £2,250 for the post of Chief Education Officer. Effective from 1/4/55. (28/2/56.)

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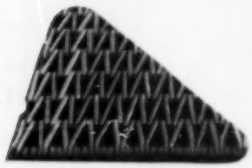

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No. 810. Rates of Pay and Conditions of Service of Clerical, Supervisory, Administrative and Technical Staff Employed by Certain Road Passenger Transport Undertakings in the West of England (Award No. 755). Claim: For certain specified rates of pay and conditions of service. **Award**: Claim established with regard to holiday periods. (7/3/56.)

No. 811. Rates of Wages of Certain Workers Employed by a Firm of Glove Manufacturers at Littleborough, Lancs. Claim: For an increase in wages for piece and day workers. **Award**: An increase of 5 per cent awarded. Effective from 2/12/56.

No. 813. Observance of Recognised Terms and Conditions of Employment by a Firm of Engineers at Runcorn. Claim: For the recognition of certain terms and conditions of employment in the engineering and allied industries relating to clerical workers. **Award**: Claim established, with effect from 2/6/55. (12/3/56.)

No. 815. Observance of Recognised Terms and Conditions of Employment in Respect of the Clerk of the Council by the Seaham Urban District Council. Claim: For the observation of the recommendations of the Joint Negotiating Committee for Town Clerks and District Council Clerks by the Seaham Urban District Council. **Award**: Claim established. (14/3/56.)

No. 816. Observance of Recognised Terms and Conditions of Employment by the Kirkbymoorside Rural District Council. Claim: For the observation of certain specified terms and conditions. **Award**: Claim established with effect from 23/5/55. (19/3/56.)

No. 817. Remuneration of the Chief Education Officer Employed by the Corporation of the County Borough of West Hartlepool. Claim: For an increase in salary scale. **Award**: With effect from 1/1/56 the salary scale of Chief Education Officer to be £1,622 10s. per annum, rising to a maximum of £1,832 10s. per annum. (21/3/56.)

No. 818. Rates of Wages in the Building Industry in England and Wales. Claim: For an increase of 6d. per hour in the current standard rates of wages of craftsmen and labourers. **Award**: An increase of 2½d. per hour granted for building labourers and craftsmen. (27/3/56.)

No. 819. Rates of Pay of Clerical, Supervisory, Administrative and Technical Staff Employed by Certain Road Passenger Transport Undertakings in the West of England. Claim: For an increase in salary. **Award**: Claim established with effect from 1/1/56. (28/3/56.)

No. 820. Remuneration of the City Engineer and Surveyor Employed by the Corporation of the City and County Borough of Salford. Claim: For the adoption of a specified salary scale. **Award**: Claim established. The salaries in question to be £2,000 rising to £2,250 per annum, with effect from 1/1/55. (3/4/56.)

July Management Diary

BRITISH IRON AND STEEL RESEARCH ASSOCIATION
3-4 **Sheffield.** Conference on "Works Transport."

BURTON MANOR
6-8 Special Course organised by Burton Manor for Students of Technology.

INDUSTRIAL CATERING ASSOCIATION
10 **Birmingham.** "Some Recent Solutions to Old Problems," by Miss W. McCullough.

INDUSTRIAL WELFARE SOCIETY
2-4 **Cambridge, Christ's College.** Residential Course for Overseas Executives.

INSTITUTION OF PRODUCTION ENGINEERS
25-29 **Ashorne Hill, near Leamington Spa.** Summer School on "Education for Automation."

INTERNATIONAL MACHINE TOOL EXHIBITION
22 June-6 July. **London, Olympia.**

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY
9-13 **London.** Course in Selection Methods, Part II.

SUNDRIDGE PARK
8-28 **Bromley, Kent.** "Measurements for Management." Course for Senior Executives.

INDUSTRIAL COURT AWARDS

No. 2600. National Health Service. Assistant Home Wardens Employed in the National Health Service—Salary Scales—Claim for Increase. Reference: To determine a difference between the parties as to the salary scales which should apply to Assistant Home Wardens employed in the N.H.S. **Award**: Claim established. Salary scales defined. (15/3/56.)

No. 2602. National Health Service. General Clerical Scales—Claim for Increase. Reference: To determine a difference between the parties as to the salary scales which shall apply within the general grades covered by the Administrative and Clerical staffs Council. **Award**: Salary scales of Grades E, F and G of the General Grades covered by the Administrative and Clerical Staffs Council of the N.H.S. increased by 6 per cent at all points of the scales. (3/4/56.)

No. 2605. Fair Wages Resolution. Complaint against Decca Radar Ltd. **Award**: Claim not established. (3/4/56.)

No. 2606. National Health Service. Senior Hospital Medical Officers—Salary Scale—Claim for Increase. Reference: To determine a difference between the Management and Staff Sides of Committee B of the Medical Council of the Whitley Councils for the N.H.S. (Great Britain). **Award**: Salary scales applicable to Senior Hospital Medical Officers increased by £75 per annum at all points. (26/4/56.)

No. 2607. Pottery Industry. Wages Structure—Claim for Amendment. Reference: To determine the claims made in the March Notices 1956, submitted by the National Society of Pottery Workers to the British Pottery Manufacturers' Federation. **Award**: Cost of Living Figure of 4d. per hour for adult males shown in Schedule 16 of the current Wages structure shall be increased by 1½d. per hour with proportionate increases for adult females and for juveniles. (26/4/56.)

No. 2608. Government Industrial Establishments. Packing Case Makers—Rates of Wages—Claim for Increase. Reference: That men graded as packing case makers employed in establishments covered by the Engineering Trades Joint Council for Government Industrial Establishments be paid the rate of pay agreed on by the National Joint Council for the Packing Case Industry. **Award**: Claim not established. (1/5/6.)

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AN International Congress on Automation is being held in Paris from June 18 to 24. It is being organised by one or two official and semi-official organisations in France and the subject will be studied under its theoretical and practical aspects including its conditions of application (scientific, technical, economical and psychological).

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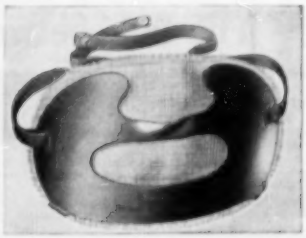

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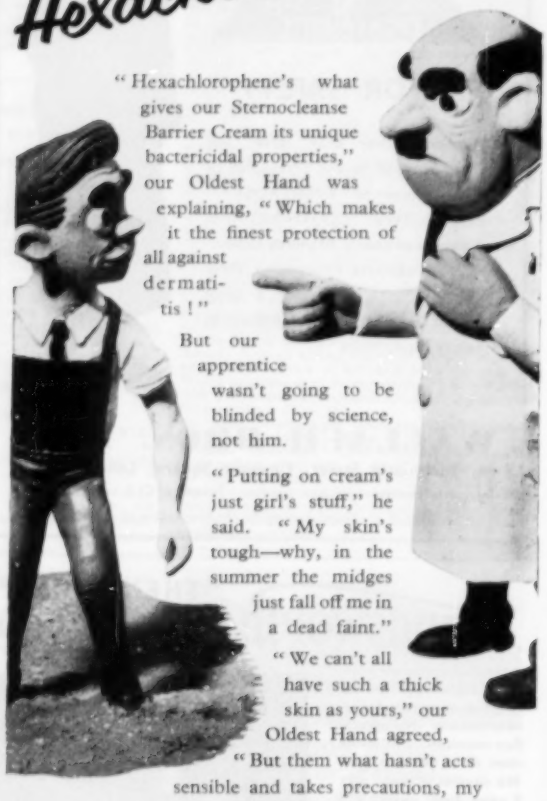

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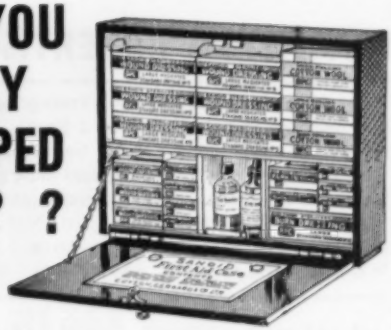

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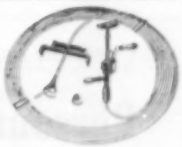

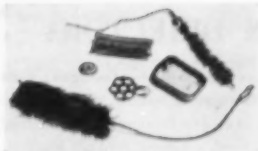

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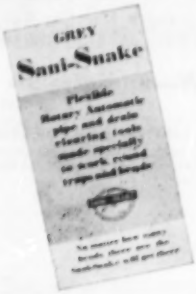

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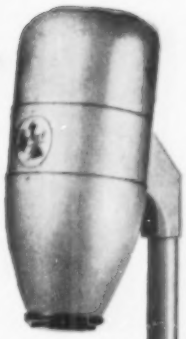

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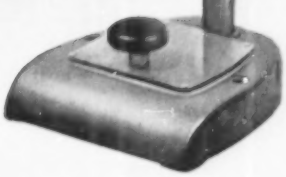

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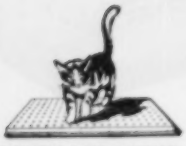

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